

3-2003

Information Outlook, March 2003

Special Libraries Association

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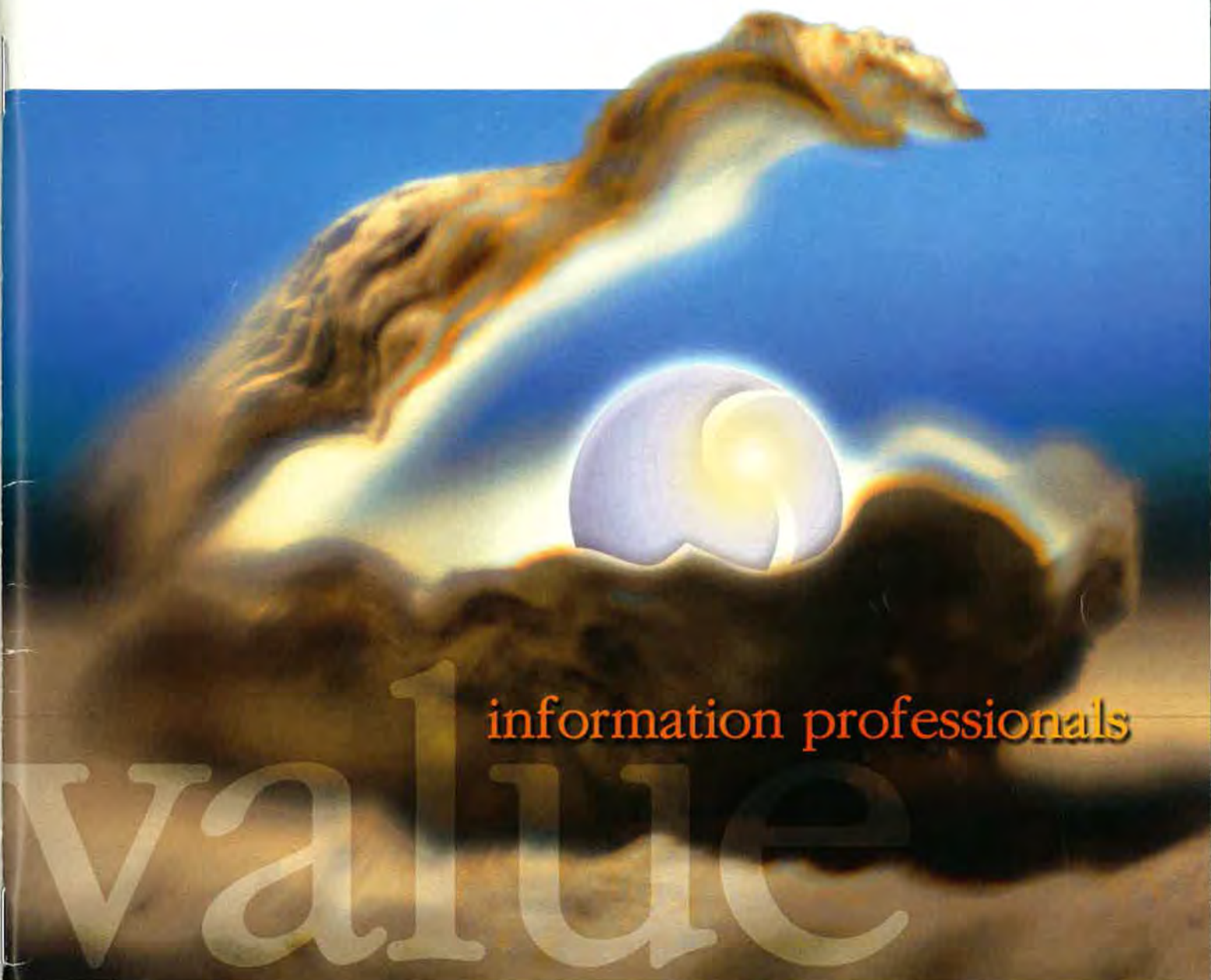
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the monthly magazine of the
special libraries association
vol. 7, no. 3
march 2003



information professionals

inside this issue:

Value as Calculation
Demonstrating Value and Return-on-Investment
Communicating the Value of the Special Library
Happiness is Taxonomy: Four Structures for Snoopy



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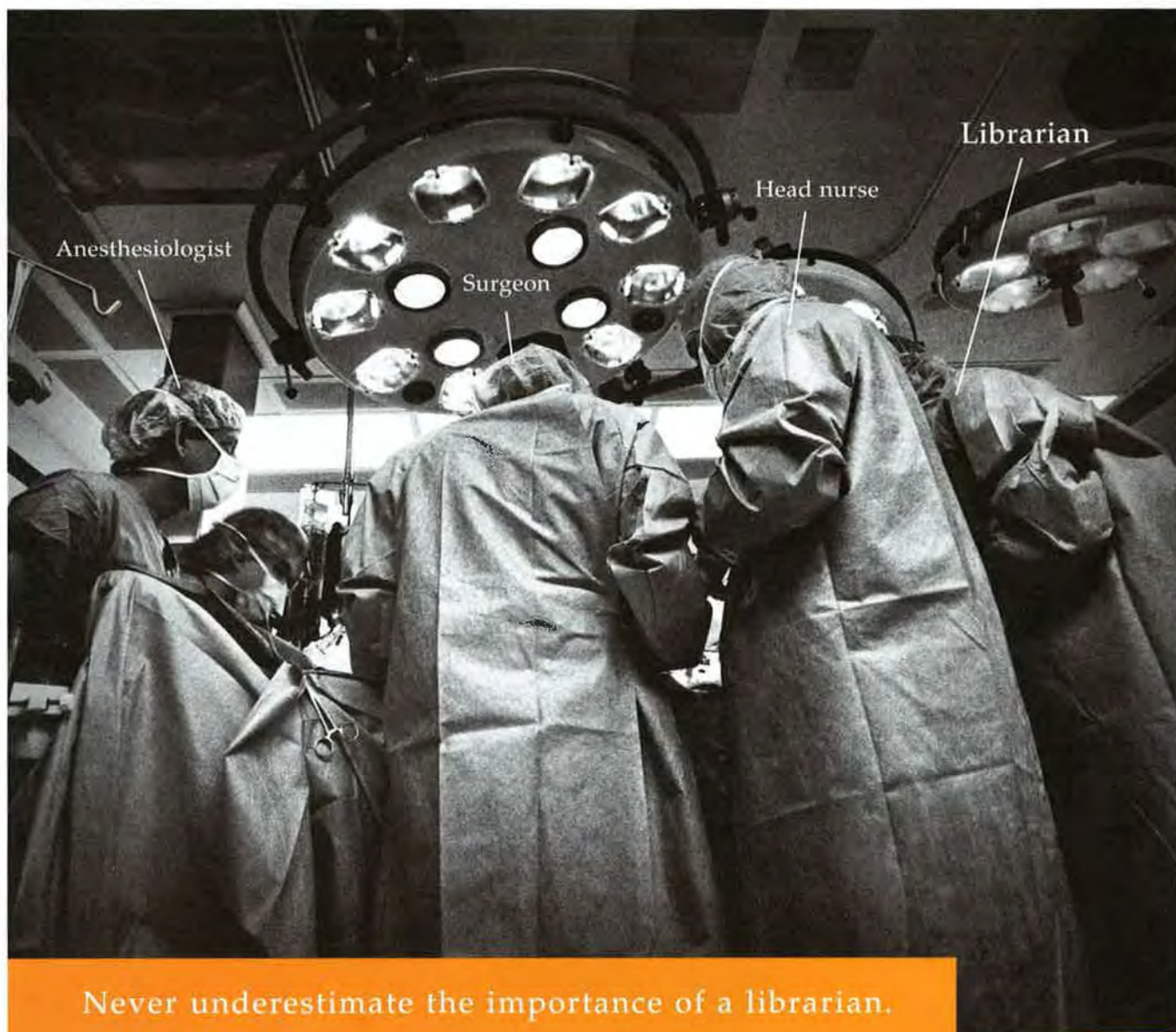
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Editor Loretta Y. Britten
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Associate Editor Stephanie A. Russell

Contributing Editor Stephen Abram

Contributing Editor Laura Gasaway

Layout & Design Melissa C. Shriver

Advertising Sales Vivian Cohen (301) 963-2622
(Vivian@sla.org)

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Greetings Everyone

What's in a name? Many of us have been in an organization that changed its name, either by design or as a result of a merger. While the change may have been difficult at first, eventually we became accustomed to the new name. In the end, our attachment should be to the organization itself and what it represents rather than to what we call the organization.

This is an important point for all of us to consider. Our Branding Task Force proposes to rebrand SLA, which may involve a name change for our association. To help us look objectively at this possibility, I call upon John Cotton Dana, who (along with Sarah Ball and Anna Sears) founded the Special Libraries Association in 1909. From Dana's writings around the time SLA was founded, I get the feeling that what he felt was "special" about the libraries so designated was the subject-focus of their collections and a level of service that was higher than that of general libraries. And yet, writing in 1914, Dana said that the "name Special Libraries was chosen with some hesitation, and rather in default of a better"; so it seems we have never been completely happy with our name. In that same work, Dana did go on to say that the name "has seemed to fit the movement admirably." I think his use of the word "movement" is very interesting. I interpret this to mean that Dana saw our association as a growing, moving entity, much like the collections and services on which he based our name. The unique (or special) core values of these libraries can be seen in their ability to (1) acquire the information an organization needs, regardless of format; (2) customize that information to make it useful to as many people in the organization as possible; and (3) recognize when that information is no longer applicable, discard it, and move on to something more appropriate. If we think of our name as information that describes who and what we are, we must ask whether SLA has reached this third stage.

We need to focus on our core values, both as they exist now and as we see them 5 to 10 years in the future. Will rebranding our association now keep us vibrant and viable to the people we want as members in the years ahead? As you think about this issue, don't assume that we will simply put a new name on the same old association. Consider other steps that we need to take to ensure that our association is an integral, vital part of the information community of the 21st century.

From my reading of some of Dana's works, I believe he would support the upcoming bylaws amendment seeking to change the name of our association, seeing it as a natural response to how our profession and our association have evolved since 1909. John Cotton Dana won't be at the annual business meeting in New York City this June to vote on the issue; however, many of you will be there. Good luck with your decisionmaking.

Bill Fisher

Bill Fisher, SLA President

making news

sla news

CAS to give away \$5,000 at SLA Annual Conference

Chemical Abstracts Services (CAS), a major conference partner for the 94th Annual Conference in New York, New York, will be holding a \$5,000 raffle on Monday, June 9, 2003, in the Info-Expo Hall. Please check the SLA Annual Conference website for further details and updates as the conference date approaches.

SLA Announces 2003 Awards and Honors Winners

Since 1948, SLA has recognized those individuals who have distinguished themselves in the information profession through its the Awards and Honors Program. This

year, 18 outstanding individuals have been selected by the Special Libraries Association (SLA) for their exemplary contributions and achievements in the information industry. The class of 2003 Awards and Honors winners are: SLA Hall of Fame, H. Robert Malinowsky; The John Cotton Dana Award, Stephen K. Abram; The Rose L. Vormelker Award, Robert V. Williams; Fellows of the Special Libraries Association, G. Lynn Berard, Andrew Berner, Sylvia R. M. James, and Mary "Dottie" Moon; The Factiva Leadership Award, Robert Bellanti; The Innovations in Technology Award, Nina Pratt and Faerge & Benson Library Services; The H.W. Wilson Company Award, Lori A. Zipperer and Sara R. Tompson; The Member Achievement Award, John DiGilio; The SLA Diversity Leadership Development Award, Christina Birdie, Persko L. Grier, Jr., Toby A. Lyles, Lian Ruan, and Pradnya Yogesh.

SLA Virtual Seminar—Organic Approach to Project Management

Projects are an important feature of the new organizational landscape, but managing them can be a major challenge if you're unclear on why a project is being started, what work it involves, or how the work is to be done. Unfortunately, getting clear answers to such important questions can be difficult in today's fast-moving workplace. In the SLA Project Management Virtual Seminar, you will participate in an interactive, action-oriented, and entertaining experience that will get you started on creating an environment for successful projects. You'll learn the core concepts of project management, including how success comes when you place your focus on people.

Speaker: Randy Englund

Date: Wednesday, April 30, 2003

Times: 2:00–3:30 pm ET

To register, go to www.sla.org/content/Events/distance/virtsem2003/index.cfm.

When you register, your location becomes a virtual seminar site, and you can host as many people as you like for one low site fee, so be sure to invite your colleagues to learn with you!

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2003 Elsevier Engineering Information/SLA Engineering Librarian Award

The Engineering Division Awards Committee is accepting nominations for the 2003 Elsevier Engineering Information/SLA Engineering Librarian Award. The award is offered annually to honor a member of the Engineering Division and is sponsored by Elsevier Engineering Information, Inc. The honoree receives a \$1,000 stipend and a plaque, presented at the business meeting luncheon held during the annual SLA conference. The Awards Committee will select the 2003 winner on the basis of criteria developed jointly with Elsevier Engineering Information. Candidates are encouraged to nominate themselves, or you may nominate an associate.

Many of you take your work-related competencies and contributions for granted, and do not think of them as extraordinary. We'd like to be the

SLA's 94th Annual Conference in NYC!

June 7–12, 2003. Be sure to attend, and don't forget the INFO-EXPO Exhibit Hall!

INFO-EXPO Hours

Monday, June 9

8:00 am–4:00 pm

Tuesday, June 10

11:00 am–6:30 pm

Wednesday, June 11

8:00 am–1:00 pm

Networking Reception

Tuesday, June 10

5:00 pm–6:30 pm

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judge of that. Please send your nominations to the Awards Committee at the address below.

The criteria for nominations are—

- Membership in good standing for one year in the SLA Engineering Division as of January 1, 2002.
- Distinguished achievement in the engineering library profession, through an exceptional contribution on the job, in the SLA Engineering Division, or in the industry at large. This accomplishment should have taken place within the calendar year immediately preceding the nomination; however, in selected cases, the Award Committee may recognize an ongoing, long-term contribution.

Last year, Marilyn Redmond (former chair of the Engineering Division) was honored for her outstanding work with the SLA Engineering Division and at International SEMATECH.

Nominations/more information

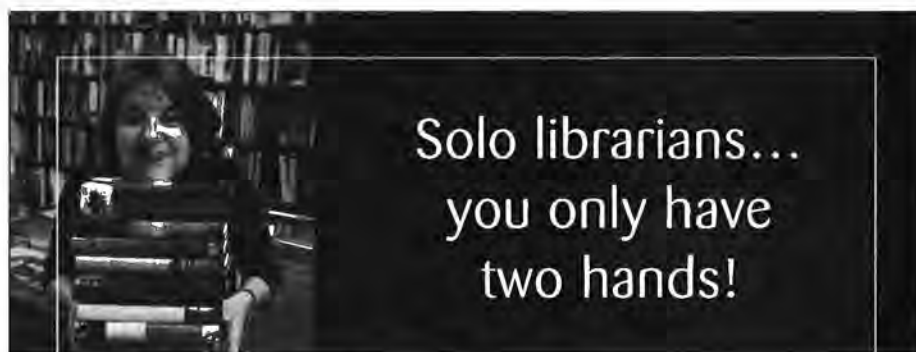
Dave Hook, SLA-ENG Awards Chair
MD Robotics Ltd.
9445 Airport Rd.
Brampton, Ontario, Canada, L6S 4J3
dhook@mdrobotics.ca

For more information, go to www.sla.org/division/deng/engdiv.html.

TEACH Act Toolkit

The Technology, Education, and Copyright Harmonization Act (TEACH) updates copyright law pertaining to transmission of performances and display of copyrighted materials. Such transmissions and displays are critical to higher education distance education efforts, including online courses.

A TEACH Act toolkit has been developed as an online resource for understanding copyright and distance education. A joint project of the



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North Carolina State University Libraries, Office of Legal Affairs, DELTA (Distance Education and Learning Technology Applications), and ITD (Information Technology Division), this online tool includes sections on education, implementation, and best practices.

TEACH says it is not copyright infringement for teachers and students at an accredited nonprofit educational institution to transmit performances and displays of copyrighted works as part of a course if certain conditions are met. If these conditions are not or cannot be met, use of the material will have to

qualify as a *fair use*, or permission must be obtained from the copyright holder(s). To learn more, go to www.lib.ncsu.edu/scc/legislative/teachkit.

President's 2004 Budget Recommends Record Funding for Libraries and Museums

President Bush's 2004 budget will include a proposal for increased funding for the nation's libraries and museums. Over the next 16 years, America's libraries are projected to lose 58 percent of their professional librarians. The President's budget proposal addresses this loss with a special focus on recruiting and training the next generation of librarians. Last year, the budget included \$10 million for this initiative; this year, it requests \$20 million.

The 2004 budget request includes a total of approximately \$242 million for museums and libraries, which is a 15 percent increase over last year's request. Federal funding for the 122,000 libraries and 15,000 museums in the United States is administered by the Institute of Museum and Library Services (IMLS).

Grants from the IMLS help libraries and museums use new technology; attract state and local support; preserve our cultural heritage; and bring information, knowledge, and ideas to children, families, schools, and communities.

New Job Announcement

Susan M. Klopfer has accepted a new position as the manager of research services for the Goizueta Business Library at Emory University. Her responsibilities will include acting as liaison to the Business School's accounting and finance faculty and PhD students, developing training products and services for accounting- and finance-related content, supporting the research needs of Business School students and faculty, negotiating with vendors, pursuing initiatives to increase marketing and branding of the library's programs in partnership with the Business School, and developing the collection in her areas of expertise. The Goizueta Business School was the recipient of Arthur Andersen's accounting and corporate collection when its library closed in July 2002; Susan will work with a team from the Emory University Library to catalog and promote this special collection. Before coming to Emory, Susan was director of Arthur Andersen's Southeast Region Business Research Center for 18 years. She can be reached at Susan_Klopfer@bus.emory.edu.

industry news

Dynix Plans for 2003

Dynix has announced several product development initiatives for 2003, including key upgrades and new products. Major upgrades have been announced for the Horizon information management system (version 7.3) and the Information Portal product (version 3.0), and Dynix plans to enhance its current Interlibrary Loan offering (version 1.0). New product initiatives include Horizon Reports Manager 1.0, Horizon Debt Collect 2.0, and Horizon Reciprocal Borrowing 1.0. Dynix also announced Microsoft SQL Server 2000 support for Horizon. For more information, visit the company website at www.dynix.com.

Dynix and Sun Microsystems Collaborate on Library Automation

Dynix has formed an alliance with Sun Microsystems, Inc., to develop new products using an open-computing model powered by the Sun Open Net Environment (Sun ONE) platform, an integratable product portfolio enabling the development and delivery of Java Web services.

As a member of Sun's iForce initiative, Dynix will make Sun hardware available to its installed customer base of more than 10,000 libraries and will act as a single point of contact for customers who wish to implement Sun solutions. Sun will reciprocate by providing the support necessary to maintain momentum behind Dynix research and development efforts and by participating in joint marketing activities.

EOS International Announces Global Help Desk for Pacific Rim Clients

EOS International has expanded its support hours. In addition to 24/7 Internet-based support, as well as phone and e-mail support from 5:00 am to 5:00 pm PST, EOS is extending its e-mail support until 11:00 pm Sunday through Thursday PST. Clients can request either a phone call or an immediate response via e-mail. The expanded hours will enable the company to better serve its rapidly growing client base in Australia, Hawaii, and the Pacific Rim (www.eosintl.com).

Factiva Offers Replacement Product for Customers of divine's Special Collection Service

Divine, Inc., is discontinuing its Special Collection digital content subscription service, but qualified customers will receive a replacement version of Factiva at no additional charge. Factiva offers similar research capabilities to the Special Collection, but divine customers will benefit from Factiva's broader content collection.

Though it will no longer procure or license content directly for customers, divine will continue to offer content aggregation and normalization capabilities. In addition, divine has incorporated the search and classification technology that was core to the Special Collection into its content management products.

To help divine customers become familiar with the new service, Factiva has developed a customized e-learning tool in the form of a 10-minute multimedia briefing. Factiva and divine will contact customers directly to discuss the transition.

Ebrary Launches New Database Collections for Libraries

Ebrary has announced the availability of database collections that combine more than 20,000 books and other documents from more than 150 leading academic, trade, and professional publishers.

The Aggregated Collections cover subject areas such as business and economics, computers, technology and engineering, humanities, life and physical sciences, and social and behavioral sciences. The company also offers a strong collection of Spanish language titles and aggregated collections specifically for both academic and public libraries.

Surpass Releases Version 4

Surpass Software has released Version 4 of Surpass Central, Surpass Safari, and Surpass Web Safari, the core components of the Surpass library automation family of products. New features include universal check-in and check-out hot keys, customizable cataloging templates, user-selected circulation category icons, automatic software updates for Surpass Support subscribers, and Visual Navigator, an icon-based search that is now integrated into Safari and Web Safari. The new release of Version 4 also boasts the availability of a wide array of enhanced content such as book jackets, author notes, table of contents, and even chapter excerpts that integrate directly into the Safari and Web Safari catalogs via a yearly subscription service.

Version 4 of Surpass Central now features universal check-in and check-out hot keys, allowing Central users to go to the check-in and check-out screens instantly from anywhere in the program with one keystroke. Version 4 checks for updates to Surpass software automatically. When there are updates available, the automatic update feature gives the Surpass Support customers the opportunity to download and install them. Support customers can also have Surpass Central check for updates whenever they want by simply clicking the Support button and selecting "Check for Updates."

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in memoriam

Richard Alban Davis

Richard Alban Davis, 79, died on December 22, 2002. An SLA member since 1956, Davis was professor emeritus of the Graduate School of Library and Information Science at Dominican University in River Forest, Illinois. During a teaching career spanning more than 40 years, Davis taught at Drexel Institute of Technology in Philadelphia, National University in Taiwan, and the University of Chicago. Throughout his career, Davis lectured extensively on the needs and structure of libraries in the United States, New Zealand, and developing areas of the South Pacific. He worked as a consultant to numerous organizations, including Bell Systems and the U.S. Department of Education. From 1956 to 1959, he was assistant librarian of the John Crerar Library in Chicago. He served as librarian at the University of Chicago Laboratories for Applied Sciences from 1959 to 1960, and as Director of the Midwest Regional Medical Library from 1968 to 1971. Davis was a U.S. Navy pilot and flight instructor in World War II and the Korean War. He served as president of the Philadelphia Chapter from 1964 to 1965 and of the Illinois Chapter from 1990 to 1991.

Value as Calculation and Value as Contribution to the Organization



By Jan Sykes

Jan Sykes is president of the Illinois Chapter of SLA and Information Management Services, Inc. in Morton Grove, Illinois.

... Creating a Value Profile

CAN THERE BE YET ANOTHER ARTICLE WRITTEN ABOUT "VALUE" AND INFORMATION PROFESSIONALS?

Given the increased importance of information resources and the evolving role of information professionals, it is imperative that we have clarity on what value means and where and how we add value to the organizations for which we work.

The American Heritage Dictionary of the English Language, Fourth Edition (New York: Houghton Mifflin Company, 2000), defines value as:

1. An amount, as of goods, services, or money, considered to be a fair and suitable equivalent for something else; a fair price or return.
2. Worth in usefulness or importance to the possessor; utility or merit.

Value as an Amount

Business executives are continually scrutinizing their operations for ways to be more competitive, to differentiate themselves in the marketplace, reduce costs, and improve productivity. In a sluggish economy, all departments and functional units within an organization are held accountable for their contribution to the business. Thus, information professionals have a heightened awareness of the need to measure and tie the financial contribution of their work to overall organizational goals.

To participate in the strategic activities of their organizations, information professionals must be able to speak the language of business, and that always involves finances. They must grasp business fundamentals, including company operations, corporate culture and values, the industry in which their company competes, the inherent complexity in developing and selling products or services, competitive vulnerabilities, customers, and the numbers that are critical for the organization's success. They can look to colleagues, mentors, additional coursework, and participation in professional associations to acquire greater knowledge of business fundamentals. The company's financial report is also an extremely important, and frequently overlooked, source of information.

With a big-picture view of the industry and competitive environment at the forefront of their minds, as well as a clear vision of corporate goals and performance targets, information professionals can prioritize their activities to help the company reach its financial goals. In a recent article on strategic competencies, Keith Orndoff suggests that records and information managers "functioning at a high strategic level in an organization must get close to the business of the business rather than be preoccupied with a service function at a tactical level, a function which can be easily outsourced." He further notes that when the professional's view is "external and broad there will be a constant search for improvement in value and organization-wide relevance."¹

Demonstrating savings achieved from centralized purchasing and management of information resources or the strategic outsourcing of certain information management activities and quantifying efficiencies gained from broader access to key resources are two ways information professionals can prepare for conversations about the financial performance of their function. One information professional reports having repaid his annual salary twice in three years through contract discounts he negotiated for online services. Note that value is not always about saving money. Sometimes it is necessary to invest money in information resources to help the organization make more money. Being able to present a sound business case for such investment increases the likelihood that those funds will be approved.

Cost-benefit assessments and return-on-investment (ROI) scenarios for information services also document some of the value companies receive from investments in information resources in terms of actual dollar amounts. Savvy information professionals now routinely collect data from their user population so they can calculate how the timely delivery of targeted information contributes to developing new business opportunities, reducing cycle time, shortening learning curves, or meeting other business objectives. They can then compare the costs of providing information or knowledge resources with the hard and soft benefits obtained for specific projects and make well-founded assumptions about the financial benefit to

the organization. These assessments still have an element of assumption and of anecdotal input, but the more data collected, the more accurate the value calculations will become.

For example,

* A client in a large technology company frequently asks the information center staff to develop profiles of the small and middle-market businesses that submit proposals for partnering with the larger company. The information center's findings regarding size of the soliciting company and its products and personnel drive decisions about whether to further test the soliciting firm's capabilities. Every time a firm is ruled out because of the findings of the information specialists, the technology company saves many hours and thousands of dollars in the time of product development specialists, attorneys, and negotiators. When a company meets the initial selection criteria, the information specialists' findings jump-start the negotiation process, because everyone involved knows more about the potential partner. Benefits like these are difficult, but not impossible, to quantify.

* An information professional with high-level research skills and in-depth industry and product knowledge provides lawyers in the health care company in which he works with prior art research in preparation for invalidity or patent infringement litigation. The research may lead to a summary judgment of invalidity, defusing the plaintiff's claims. More often, the prior art research is used as leverage to push the opposition to settle. The company knows its average daily costs for litigation and can determine real value when cases are thrown out or settled out of court. If outside law firms conduct the search, the costs are often higher because the searcher is less familiar with the industry, terms of art, and critical inventions that an inside patent search specialist will know.

* Intellectual property gathering and infringement risk analysis conducted during acquisition due diligence can also assume tremendous value. The entity that may be acquired generally provides a "comprehensive" list of its intellectual property, along with other assets. But since many small entities acquire and manage their intellectual property through outside law firms, often a series of firms, such disclosures may have gaps. One must also vet whether the intellectual property has any title problems; for example, have any of the patents been used as collateral to raise funds, have any been reassigned previously? Then one must build a context around the target's claims of its intellectual property; that is, investigate whether other competitors' patents may block the target's freedom to operate in the marketplace for its current or intended products. If these steps are overlooked, a company may buy another company with only one or a few products. Subsequent infringement litigation may bar

the acquiring company from selling or practicing the acquired intellectual property in key markets, destroying the financial benefits it expected from the acquisition.

In *Valuating Information Intangibles*, Frank Portugal acknowledges the challenges of determining the bottom-line contribution of intangible benefits provided by information centers and libraries.² Besides ROI and cost-benefit analyses, he describes three other methodologies for estimating the intangible value of libraries and information centers: knowledge value-added, intranet team forums, and intellectual capital valuation. These methodologies stimulate thinking about additional metrics for expressing the value that can be derived from strategically selected, organized information resources as they are applied to business activities.

Value as Perceived Usefulness

Conversations about value as perceived usefulness or importance become murky, because information professionals have different notions about what is being evaluated. Depending on the mindset of the person, any of the following are potentially being assessed:

- Value of the role of the information professional or librarian.
- Value of the contribution made by the information professional to the organization.
- Value of the products or services delivered.
- Value-added activities (e.g., summarizing research results or packaging information deliverables).

In the workplace, more value is placed on how professional skills and competencies are applied to solving business problems and making the business successful than on a role or function itself. While information professionals justifiably take pride in their training and experience, management justifiably looks for value in terms of performance results—contribution to the success of the business. Information professionals must also assume responsibility for getting involved in business planning and decisionmaking; in other words, it is what they *do* rather than their credentials that determines their value.

Enlightened senior managers recognize that accurate information—structured and unstructured content alike—is a vital asset. Large numbers of individuals within an organization can now access and manipulate staggering amounts of information as easily as information professionals have done for the past decade or two. But it is information organized and presented so as to give insights into the business and shed light on the market that is perceived as having strategic importance, because such information can be leveraged to expand organizational knowledge, increase profits, and avoid wasted time as employees wade through and analyze the morass of available information.

Knowing how to handle such a powerful resource that is so much in demand is the stock in trade for information professionals. Knowing where to look for answers and insights and then knowing how to evaluate what is found; knowing where individuals and communities with specialized knowledge reside in the organization; and knowing how to work effectively across organizational boundaries comprise a dynamite set of competencies that can be harnessed to help organizations deal efficiently with complex information systems.

Information professionals can participate in planning for the content requirements to support key business initiatives of their organization. They can help their colleagues learn about market developments faster than their competitors. They can identify and apply information resources that will enable a project team to realize operational savings, increase revenues, and achieve other corporate goals to contribute value. For information professionals, the key is respecting their organization, taking pride in their contribution, and seeking opportunities to be fully engaged in the mission of the organization and committed to its success—even if that means abandoning many traditional library activities.

Information professionals can take a lesson from their colleagues in IT. Technology is now so closely integrated with business operations that management recognizes that it cannot formulate a revenue-generating business strategy without considering the technology requirements to enable those initiatives. Chief information and technology officers spend at least as much time on business issues as on technology design and implementation issues. It can be argued that quality information is as strategically important as the infrastructure through which it flows. Information professionals need to assume a greater role in selecting, organizing, and categorizing that information and then making it easy for users to personalize their information requirements so they can deal with the challenges of information quantity and quality for decisionmaking purposes. If information professionals have a higher profile in defining and delivering vital business information, their role should become as essential as that of IT professionals.

For example,


* Information specialists in a large consumer products company produce monthly reports on the various demographic markets that are targeted by specific product groups throughout the company. These reports, in the form of electronic newsletters, contain information from articles in the trade and business press as well as internal market research to keep the thinking of product developers and marketing managers fresh regarding the target demographics. These reports are time-consuming and require knowledge of company business interests to prepare, but they are perceived as valuable, and they keep

the information center's name in front of its clients. The importance of the information specialists is further acknowledged in invitations to presentations and meetings involving these product groups; the information flows in both directions.

* One mid-sized accounting firm has recognized that, especially in the current business environment, it assumes some risk with every new client it adopts. Thus, one of the corporate goals is to minimize that risk. It is now standard operating procedure that each accountant have a risk assessment run before accepting a new client. Because the assessment is very information-intensive, an information professional must design it. Here, the information professional has proven to be indispensable to the firm.

* A large client services firm is focusing on retaining revenue from its largest customers. The information professional has helped design a strategic clients portal that includes background and news on these clients. This activity is perceived as having great value because it is aligned with a major firm-wide initiative.

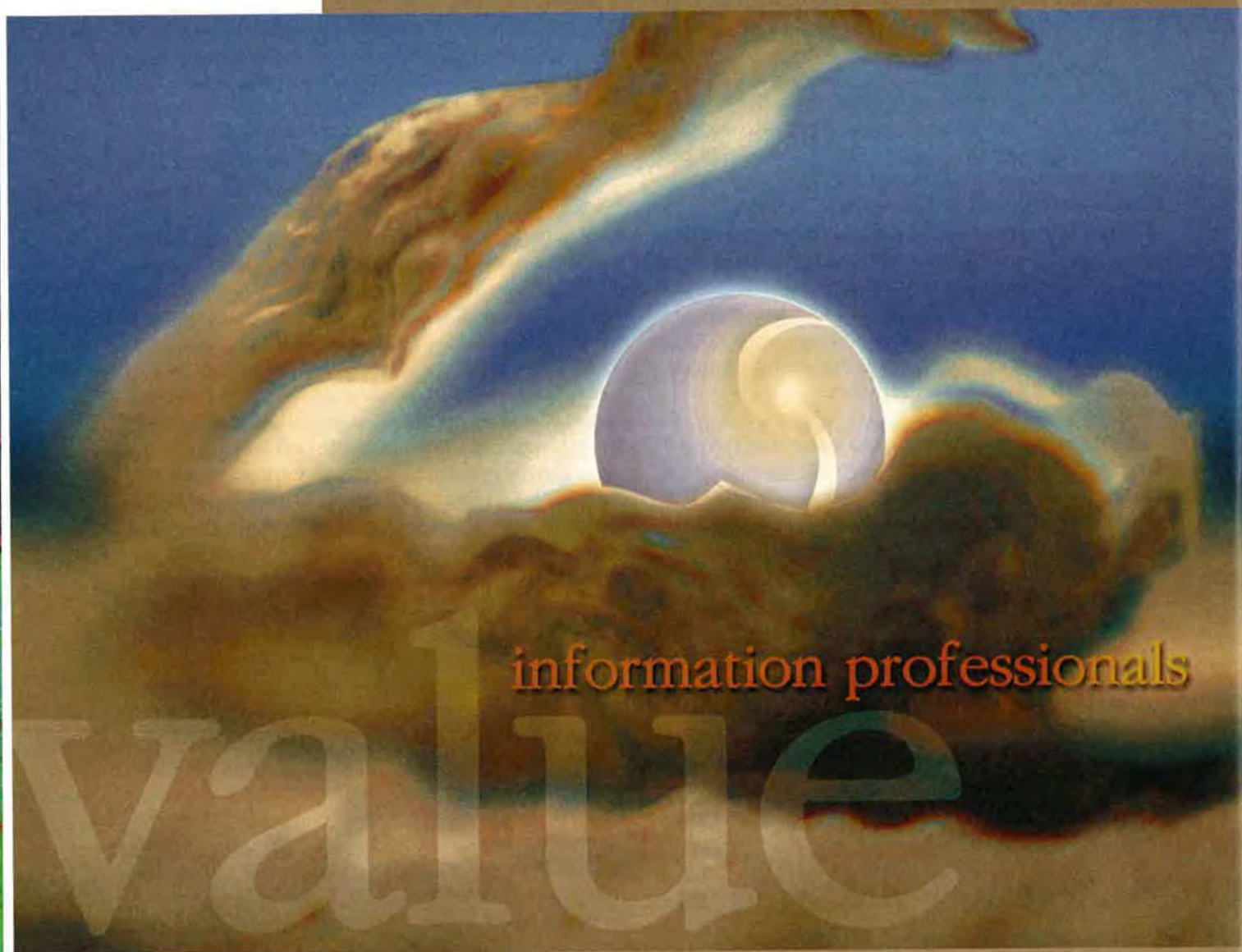
Like beauty, value is in the eye of the beholder—or at least in the belief system of the beholder. Value means different things to different organizations. The value of information professionals' products, services, and value-added activities must be examined with respect to their target market and the culture of the organization. Christine Olson recommends creating a value profile to "gain an in-depth understanding of how members of the target market determine value, what comprises value for them, and how they express it." She further notes, "Armed with a value profile, an information professional has the advantage of insight—of knowing what it takes for information services to be perceived at the highest levels of satisfaction."³

Information professionals will be able to create and maintain strategically important products and services by being attuned to behaviors and perceptions of values of their user communities. Being more immersed in the business of their business and more vested in pursuing corporate goals will give them a framework from which to craft products and services that add value to their organizations. 

Notes

1. Orndoff, Keith. "Developing Strategic Competencies: A Starting Point," *Information Management Journal* 36(4), July 2002, page 57.
2. Portugal, Frank H. *Valuating Information Intangibles: Measuring the Bottom Line Contribution of Librarians and Information Professionals*. Washington, DC: Special Libraries Association, 2000.
3. Olson, Christine A. "What's in It for Them? Communicating the Value of Information Services," *Information Outlook*, November 2002, page 19.

Demonstrating Value and Return on Investment: The Ongoing Imperative



information professionals

value

By Roger Strouse

Roger Strouse is director and lead analyst for Outsell, Inc., of Burlingame, California. He can be reached at rstrouse@outsellinc.com.

... Assessing Your Library's Value Statement

AS LIBRARY STAFF SIZES CONTINUE TO SHRINK AND BUDGET PRESSURES MOUNT, libraries of all types are clearly doing more with less. Library functions have reacted to this dynamic in a number of ways, including refining the definition of their priority service markets; developing technology-reliant one-to-many information solutions; increasing user self-sufficiency; and redeploying staff and broadening job descriptions of library workers. In all the "busyness" resulting from these large-scale changes, however, strategic management initiatives, such as value and return-on-investment (ROI) measurement, have been pushed to the back burner.

With library budgets under scrutiny and executives looking to squeeze maximum value from every expenditure, demonstrating value should be a high-priority activity for all special library managers. Strategically thinking library leaders are preparing for the time when the holders of the purse strings ask the inevitable question: What is the return for the money I'm pumping into the library? The climate is particularly ominous for libraries that rely on overhead for their funding. Although overhead is declining as a primary method of funding special libraries, it is still the most common method. Nearly half (46 percent) of corporate libraries rely on budgeted dollars, as do 41 percent of government libraries and 25 percent of academic libraries.¹

The State of Value Measurement

Precious little attention is currently given to development and collection of ROI data. Among the three primary types of special libraries (corporate, academic, government), corporate libraries are most likely to study their value impact, and academic libraries are least likely. But all three types rank these performance measurements low on their priority list.

It is not surprising that academic libraries spend less time on ROI measures, as they enjoy a high level of tacit acceptance of the value of libraries among their executives. However, given the budget constraints colleges and universities are facing, it would behoove even academic libraries to increase their focus on documenting their value proposition.

With changes occurring apace in all special libraries regarding the portfolios of services offered (reference, intranet/portal support and management, physical libraries, content management, etc.), it makes sense not only to measure the function's overall value but also to apply those value metrics to individual product and service offerings in order to justify resource prioritization. The

importance of this kind of measurement applies equally to all special library types.

In the 2002 study *The Changing Roles of Content Deployment Functions*, participants were presented with a list of standard performance measurement metrics and asked to indicate whether they collect those metrics. The metrics most directly related to demonstrating value and ROI were collection and publication of data on cost savings, formalized tracking of how the service's users apply or use the content provided by the library, and formal quantitative ROI data collection. None of these measures was ranked higher than ninth, among the various performance metrics, by any of the special library functions.

Further, ROI metrics are collected in alarmingly low numbers. For corporate, academic, and government libraries, quantitative ROI data are the least often gathered value metric, collected by 7 percent, 2 percent, and 9 percent, respectively. This is a drastically underperformed strategic management activity, and the results are not much better for other value metrics (see Performance Measurement chart).

Suggested ROI Metrics

The ROI metrics of most value in justifying the library's budget are both quantitative and qualitative. Quantitative measurements for a special library's ROI include time saved by library users (when average salaries of users are known, this can be translated into actual dollar savings); the money users save by using the library instead of alternative sources; and revenue generated with the assistance of the library. These values can be expressed in dollar amounts and speak directly to the bottom line in a way executives can relate to.

Qualitative measures include the reliance of users on library-supplied content and services for decisionmaking; the

level of decisions that the library supports; and the relative value of having the support of a professional information function that knows, in-depth, the subject matter the parent organization works with and applicable sources. Another key qualitative value metric revolves around the importance of information provided by the library that the user would not have found or had access to without the library's intermediation. Combining quantitative and qualitative data in the library's value statement provides decision makers with objective, dollar-oriented bottom line data and then goes on to tell the story behind those data in users' own words.

The metrics of choice depend on corporate culture and executive mindset. A university dean may have a substantially different definition of value than a corporate executive, and even within the corporate landscape, organizations have different concepts of what constitutes value or ROI. Therefore, the specific metrics chosen by any given library should reflect what library management knows about the parent organization's leadership and how they think.

Library managers must determine what the organization's leaders look for in judging value. This can be accomplished through executive interviews or an executive library advisory board. Another tactic is to look around at the best-funded or best-valued departments and find out what they do to demonstrate value. At any rate, before jumping into any data collection activities, it's critical that library managers make sure the information they're planning to collect will provide metrics that resonate with funders.

Collecting Tangible ROI Data

To accurately measure ROI, start with an understanding of the population being served. The universe of users

should be broken down by active and inactive users to assess a utilization rate, as well as frequency of use among active users. A representative sample for the survey should be developed so that the conclusions reached are fully defensible and the data can be extrapolated to represent the full organization.

The other element of the user population that must be understood is the breakdown of functional areas and applications for information within the various departments. This is essential to design an effective questionnaire and to segment the results.

Use a questionnaire to identify any benefits that have resulted from using the library. A common example of a tangible benefit is labor savings. This can include time saved looking for and using information or time saved in the job because information was applied more effectively. For example, it used to take two weeks to identify a part for a customer, but by using X service, it now takes only one week.

Some other examples of tangible benefits are increased productivity, improved quality, increased sales, and shorter time-to-market. The resulting returns, easily understood and appreciated by decision makers, include reduced parts costs, speedier product launches, repeat business, savings in staff time, or a sale that would not otherwise have been made. In the academic world, some examples of tangible benefits might be reduced costs of course materials, quicker access to research materials by students and faculty, and increased publishing activities by faculty.

The specific questions asked of respondents in an ROI survey will depend on what metrics have been chosen to

Performance Measurement

Measurement Methods (Percentage That Perform Them)	Corporate Libraries	Academic Libraries	Government Libraries
Base	251%	128%	94%
Conduct formal, quantitative studies on value/ROI (return on investment) of services	7	2	9
Collect and publish statistics on cost savings (e.g., consolidation of vendor contracts, outsourcing)	20	4	9
Formally track how the service (research, training, etc.) provided is being applied or used	14	10	9

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ScienceDirect Navigator: don't settle for the abstract...

illustrate the library's value, but the following standard questions form the baseline for a survey of a corporate library's value (see Library ROI Questionnaire).

Benchmarks for Corporate Libraries

We have aggregated data from all our studies of end users into one normalized database, which we refer to as our *Normative Database*. Based on data in our Normative Database as of December 2002, the ROI for corporate libraries is very good. These data not only provide some general benchmarks but also illustrate how to calculate ROI from survey data. For the 21,661 users profiled, the ROI data provide the following benchmarks:

- Time saved: \$35 per library use

Forty percent of all respondents report having saved time by using the library. That 40 percent report saving time in about 55 percent of library uses. The median number of hours saved is four. The average reported salary is about \$39.93. Four hours times 40 percent times 55 percent times \$39.93 equals a \$35.14 salary equivalent savings per library interaction.

- Revenue generated: \$777 per library use

Twenty-one percent of respondents report generating revenue with the library's support. That 21 percent generated

revenue in 37 percent of instances when they used the library. The median revenue generated is \$10,000; \$10,000 generated times 21 percent times 37 percent equals \$777 revenue generated per library use, on average. This figure is driven by a small percentage of library interactions that result in large amounts of revenue generated.

- Money saved: \$42 per library use

Twenty-two percent of respondents report cost savings that result from using the library. This may be cost-avoidance (using sources provided by the library that otherwise would have had to be purchased directly by the end user) or operational cost savings (an internal department can now do something more cost-effectively as a result of information or services provided by the library). The 22 percent say they saved money in 48 percent of instances, and that the median savings were \$400; \$400 times 22 percent times 48 percent equals \$42 dollars saved per library interaction.

We often choose to use medians (half of respondents answered higher, half lower) rather than means (simple average) when calculating ROI values, as was done in the examples above. This is the more conservative approach, because it mitigates the effects of notably high outliers that sometimes occur in user-reported numbers.

Library ROI Questionnaire

The following questions will address the impact that using the XYZ Library has had on your job. Thinking of the instances in which you used the XYZ Library in the past 12 months:

1. About how many times have you used the XYZ Library in the past 12 months (make your best estimate)?
_____ times

2a. In approximately what percentage of those instances did using the library save you time?
_____ % ☐ Don't know

2b. On average, in each case when you saved time by using the library, about how much time did you save (in hours)? _____ hours ☐ Don't know

2c. What is your annual salary (this information is strictly confidential and will only be used to calculate average wages)? \$_____ per year*

3a. In approximately what percentage of instances of using the XYZ Library did information or services from the library help you make money (for example, by providing information that led to launching a new product or closing a sale)? _____ % ☐ Don't know

3b. On average, each time this was the result, how much money did you/XYZ make?
\$_____ ☐ Don't know

4a. In approximately what percentage of instances of using the XYZ Library did using information or services from the library help you save money (for example, by helping you reduce an operating expense or by providing a market research report that you would otherwise have had to purchase)? _____ % ☐ Don't know

4b. On average, each time this was the result, how much money did you/XYZ save?
\$_____ ☐ Don't know

5a. What kinds of decisions or projects were supported by the XYZ Library, and in what percentage of library uses was each of those decisions or projects supported?**

Pursued a new technology	_____ %
Pursued a patent	_____ %
Discovered a patent infringement	_____ %
Developed a market assessment	_____ %
Changed an operational process	_____ %
Made a supplier selection	_____ %
Pursued a licensing or technology acquisition	_____ %
Made project selections	_____ %
Other, specify: _____	_____ %

*Requesting salary information on a survey can be problematic in certain instances. Alternative sources for salary averages are HR departments or salary surveys. Where it's impossible to get salary data, simply present the time-savings data as such, without converting it to a salary dollar equivalent.

**Response list options must be customized for each study to reflect the nature of the organization's work and the decisions that the organization's executives will regard as high-value.

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While this approach may, in some instances, result in understated ROI values, it also makes the results more defensible.

To take the above calculations to their natural conclusion, the per-use figures can be multiplied by the total number of library uses, if known, for a particular time period to create an overall library dollar value. In the absence of usage statistics for a specific corporate library, our data show that actual library users use the library, on average, 35 times a year.² Professional workers in general spend about 12 hours a week gathering and analyzing information.³

ROI Data as a Marketing Tool


A powerful bottom-line argument for using the library can be made using ROI data, but research shows a relatively low preference for using the library as a primary information source. Of study respondents who say they actively seek information for their jobs, only 25 percent usually go to their company library for that information, and only 31 percent go to the company intranet, which may or may not be a product of the library.⁴

Most corporate information users clearly do not understand the potential benefits of including the library in their information-gathering and analysis tasks. Library

managers should not only be collecting ROI data, they should be focused on communicating the returns of library use to potential users.

Survey respondents may be using products or services provided by the library without even knowing it. When asked if they use the library, they may say "no," even though they are active users of desktop information products contracted and paid for by the library. But the primary reason for true non-use of the organizational library is lack of awareness.

Implications for Special Libraries

In an age of belt-tightening, special library managers must be prepared to demonstrate positive ROI. This means conducting the research necessary to create an ROI statement and value proposition now, rather than waiting until it's too late. It is vitally important that library managers have the needs assessment, loyalty, and, especially, the ROI data at hand so they can craft a library value statement that carries weight with executives. 

¹ Outsell's *The Changing Roles of Content Deployment Functions* 2002 study.

² Outsell's *Normative Database*, December 2002.

³ Ibid.

⁴ Ibid.



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information trends

Why Should I Care About Standards?

By Stephen Abram

Librarians have had a long love affair with standards, and we've invented a few of the major ones. In its list of the most important inventions of the past millennium, *Time* magazine mentioned the key role the MARC record has played in the organization of human recorded knowledge for both physical and intellectual access. How would the basic systems that support libraries (from paper cards through computerized records) ever have reached today's levels of achievement without MARC?

Combine this with other standards we know and love—ISSN, ISBN, ISO-2788 standard for monolingual thesauri, ISO/ANSI/NISO standards for Z29.50—and you can see a rich architecture that underpins the developments we're witnessing today.

Librarians and publishers have played critical roles in building the interoperability standards that ultimately become part of the architecture we call Internet protocols. Imagine a library world without HTTP, e-mail standards, WWW protocols, or ASCII.

So, what's next, and why on earth should we care?

Key emerging standards that should matter to librarians include XML, SFX, OpenURL, UDDI, SOAP, WSDL, and XSDL. Though you've probably heard of most of these, you may wonder why they are important.

The following are highlights of two

emerging standards that will have a big impact on us.

XML (www.xml.org) is the centerpiece of most developers' bets on the future. It allows us to tag information beyond traditional fielding but without the hard edge of avoiding delivery or user context. Simply put, we can use XML for a few of our visions of nirvana, such as these:

- a. Setting display variables based on the user. Imagine controlling the delivery of information based on the user's skill level and familiarity with the actual specific content.
- b. Sensing the user's device. Why should a single-stored database of articles deliver and display content differently to a desktop PC, a digital telephone, or a RIM BlackBerry? As devices proliferate, we want to deliver information in our users' contexts, not make users adapt to our systems.
- c. Allowing for shared content tagging definitions that are tied to specific markets or user needs. Already, there are emerging XML standards for accountants, bankers, and other financial types, as well as for specific content, such as securities filings and airline information.

XML holds the promise of doing all this and more. *XFML Core - eXchangeable Faceted Metadata Language* is an open XML format for publishing and sharing hierarchical faceted metadata and indexing efforts.

OpenURL (<http://library.caltech.edu/openurl/>) is the new generation of the old DOI (digital object identifier) dream. OpenURL is based on the idea that links should lead a user to appropriate resources. It allows for persistent deep linking into databases

and websites. You can now more safely add URLs that comply with this standard to your intranets, electronic coursepacks, OPACs, and internal databases and files.

SFX (www.sfxit.com/OpenURL/) from Ex Libris is context-sensitive reference linking. Many vendors have made their products OpenURL and SFX compliant. This holds the opportunity for any abstracting and indexing product, e-journal service, OPAC or electronic catalogue, or e-learning course to serve as an entry point into further information exploration through articles, maps, charts, and records.

We're moving beyond mere interoperability and into a fully networked and linked information ocean. This is happening because content vendors, hardware and software folks, librarians, systems integrators, and the whole library/geek world have converged on the issue of open standards that can benefit all.

We are moving beyond mere retrieval, beyond identification and reference, and into true research and a world where the reinvigorated tools of our librarian past serve as the entryways into a research future. We have the opportunity to take our "pointing tools" and turn them into immersion ecologies for research communities. We can easily tie the organized and classified flow of information and content to finding new insights and knowledge.

Products mentioned are not endorsed by Stephen Abram, Micromedia ProQuest, or SLA and are used here for illustrative purposes to highlight the types of technology opportunities that are coming to market.

Stephen Abram is vice president of Micromedia ProQuest in Canada. He can be reached at sabram@micromedia.ca.

copyright corner

Enforcement of DMCA Criminal Penalties Suffers Setback

By Laura Gasaway

Section 1201 of the Digital Millennium Copyright Act (DMCA) is known as the anti-circumvention provision, and it includes criminal as well as civil penalties. The first test of these criminal penalties was a case with important international implications: *U.S. v. ElcomSoft*.¹ In this case, a Russian company was charged with creating software that could remove the use restrictions contained in Adobe Acrobat PDF files and files formatted for the Adobe eBook Reader, and selling the software over the Internet. Use restrictions might include reading aloud, which a person with a visual impairment could well need. Interference with such technological protections is prohibited under Section 1201.²

The anti-circumvention provision creates a cause of action for manufacturing, distributing, or using devices (including software) that circumvent technological controls that a copyright owner may have attached to a work to control access of use of that work. The DVD decryption case³ was brought under this statute, but *ElcomSoft* represents the first criminal prosecution. Had the circumvention software been produced and marketed in the United States, liability would have been clear. The problem in *ElcomSoft* was that the activity was performed in Russia and was not illegal under Russian law.

Dimitri Sklyarov is a programmer who worked in Russia for ElcomSoft,

a company that has been in existence for a decade and that produces a number of password recovery programs. Some of its largest customers are law enforcement agencies.⁴ Sklyarov wrote the program, a product known as the Advanced eBook Processor (AEBPR), which is a Windows-based program that basically "cracks" the eBook Reader by stripping away the restrictions imposed by the copyright holder. This permits a purchaser of an eBook Reader for-

Merely offering a product that might be used to infringe copyright is not enough, according to the jury.

matted electronic book to convert the format to one that is readable in any PDF viewer without any use restrictions, which leaves the ebook in a "naked PDF" format that can be easily copied, printed, and distributed electronically. The uses that might be made of such an ebook may qualify as fair use and may not violate the copyright law at all. On the other hand, the user could make and distribute unlawful copies of the copyrighted book in either printed or digital format, which would constitute copyright infringement.

Sklyarov, who undertook the research to produce AEBPR as a part of his doctoral dissertation, was invited to Las Vegas to present a paper at the Defcon convention in July 2001.⁵ He was arrested after giving a speech about the weaknesses in Adobe's software and served three weeks in jail.

Adobe initially supported Sklyarov's arrest but ultimately backed away because of the public relations debacle spurred by the protest of computer programmers and others around the world. Prosecutors eventually dropped the charges against Sklyarov in exchange for his testimony, but ElcomSoft was still under indictment and faced \$2.5 million in penalties. When it learned of Adobe's concerns, the company removed the software from its website. ElcomSoft CEO Alexander Katalov worked for Sklyarov's release, and Katalov and others warned computer programmers that it was not safe to travel to the United States, where they might be arrested for programming activity that was legal in their home countries but not legal here.

The anti-circumvention provision, which protects material more broadly than does the copyright law, has been challenged by legal scholars as bad public policy. Arguably, the United States is attempting to regulate the world, as producing circumventing computer programs in any country can violate U.S. law if the code can be accessed in this country. Lawrence Lessig, a law professor at Stanford, said of Sklyarov during the time he was jailed that he must wonder how a free society can jail someone for writing computer code that was legal where it was written.

The trial was slated to begin in October 2002, but the U.S. Embassy in Moscow at first refused to issue visas to Katalov and Sklyarov to travel to the United States, so the trial had to be delayed until December. During the trial, the U.S. government stated that ElcomSoft had created a tool for burglars, that the company

was an affiliate of hacker networks, and that it knew all along that selling AEBPR was illegal. Katalov maintained that the software was not intended for illegal use but rather to permit purchasers of ebooks to exercise their fair use rights. The defense argued that the company did not believe its AEBPR software was illicit when it offered it for sale. On December 17, the jury acquitted the company of all criminal charges in this crucial test of the DMCA's criminal provisions. The jury found that ElcomSoft employees neither knew that their actions were illegal nor intended to violate U.S. law. Merely offering a product that might be used to infringe copyright is not enough, according to the jury. Criminal cases may not be appealed by the government.

Some copyright watchers have postulated that the jury was not only deciding on this case but was stating an opinion about the anti-circumven-

tion law itself. The outcome does not bode well for future prosecutions under the DMCA's criminal provisions, if courts and juries consider the intent of code crackers rather than (as the law requires) just the fact that they created tools that can be used for both legal and illegal purposes.

In a similar case, the United States pressured Norway to file criminal charges against 19-year-old Jon Johansen, one of the creators of the DVD decryption software, developed when he was only 15. The DeCSS software permits the playing of DVDs on a Linux machine. Norway does not have anti-circumvention legislation but does have criminal digital piracy laws under which Johansen was tried. In January 2003, he was acquitted, marking another setback for copyright holders who seek to impose more controls on the access to and use of their digital works. The

court basically ruled that once someone purchases a DVD, the copyright holder no longer has a lawful right to control how the purchaser accesses that film.

Do these two cases mark a turnaround in litigation that threatens the fair use of lawfully accessed materials to which the copyright owner has attached technological protections? Stay tuned!

¹ Motion to dismiss, 203 F. Supp. 2d 1111 (N.D. Cal. 2002).

² See "Copyright Corner," June 1999 and January 2001.

³ See "Copyright Corner," July 2000.

⁴ See <http://www.elcomsoft.com/>.

⁵ Defcon is a self-described hacker's organization see <http://www.defcon.org/>.



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communications outlook

Public Relations— Simply Defined

By Ellen Cartledge

Public relations (PR) is about reputation—the result of what you do, what you say, and what others think about you. PR helps an organization and its publics adapt mutually to each other, according to the Institute of Public Relations (www.ipr.org.uk/index.htm) and Public Relations Society of America (www.prsa.org).

Layoffs across all industries are hurting information professionals, and the 2002 *Occupational Outlook Handbook* says that employment for librarians is expected to grow more slowly than the average of all occupations between 2000 and 2010 (“Tools to Jump-Start Your Job Search,” *Information Outlook*, January 2003, p. 11). In a meeting of the Connecticut Valley Chapter of SLA in November, both candidates for SLA president-elect (Ethel Salonen and Doris Helfer) said that SLA has to do a better job of marketing information professionals to the outside world.

You may say, “What does that have to do with me?” The answer is “a lot.” As information professionals, we have the responsibility of placing ourselves before the public to increase awareness of what we do and how we do it—to help decision makers see the critical role we play in all the organization whether corporate, academic, or government. Key members of senior management are influenced not only by the role the information professional plays in the organization but also by how the outside world views the information professional/librarian.

As members of SLA’s Public Relations Committee, we thought it would be useful to offer some guidelines on PR and to identify key questions that SLA must answer to effectively position the information professional in the media.

First, although we must be careful to provide objective information to the public, we are trying to be advocates for our profession. We are responsible for looking after our reputation, with the goal of earning understanding and support and influencing opinion and behavior. Our plan should be to establish and maintain goodwill and mutual understanding between our publics and us.

So, what steps do we take? As Tip O’Neill famously said, “All politics is local.” Let’s look at our local external environment and identify key media outlets where we might place articles about our profession. For example, I identified the *Hartford Courant* as one of the key publications read by executives in Connecticut. I spoke with the business editor about placing a story about one of the Connecticut Valley chapter’s members. He said he had never heard of SLA and wanted more information about the organization. I sent him an abbreviated description of SLA (keep it short—that’s important), then followed up with a series of phone calls. I spoke of how this individual had changed his library to adapt to the changing economic conditions of his company, and also provided a hook as to how his story could be approached. Eventually the features editor of the business section arranged an interview with this person for the first page of the business section.

What did I learn from this experience?

SLA needs to raise its profile with key people in the media. We are at a critical juncture: With membership declining, we need to position SLA as the primary organization for information professionals. We need a sustained and concentrated PR effort to identify SLA and information professionals in the media. At the local level, we must be prepared to provide information about SLA to the media.

Be tenacious. Business editors are busy and get bombarded daily with proposals for articles. Make your proposal as brief and succinct as possible and suggest a hook to relate the article to current local economic activity.

- The personal touch is important. Try to speak to the business editor, to establish a relationship, however fleeting.
- Follow up. If the article hasn’t appeared within a certain timeframe (say, four weeks), follow up with the appropriate editor to see if he or she needs more information. In my situation, the editor said he didn’t need information from me but would probably ask the writer of the article to contact the interviewee for more information.

I was lucky that the Connecticut Valley chapter is located in the Hartford area and that it is fairly easy to contact key media people. In other situations, that may not be the case. We must be able to stand out from the crowd, and we need the association’s help.

Where do we go from here? As members of the Public Relations Committee, we have identified some questions that need answers so we can help our profession get the recognition it deserves.

1. Do we need an image analysis? Don Middleberg, in his book *Winning*

PR in the Wired World (New York: McGraw-Hill, 2001), describes this analysis: "...a team of individuals would use all available online information—including newsgroups, chat groups, and message boards—and take a snapshot of a company's image in time, along with suggestions. The image analysis is used to quickly assess and attack a problem, answering the most basic questions. Where has the company been, what's working, and what's not working." (p. 202). In our situation, librarians/information professionals are the company. Surveys have been done for the Branding Initiative, but we may need more specific information as to how the public perceives us. How does our public currently form its opinion about us, and what factors influence the public's opinion of us? We need to look at both the online and printed media. Some of that information will be revealed in a future issue of *Information Outlook*.

2. What do we want the public to know or understand about us? What should our message be to the outside world? Again, we need to base our strategy on factual information about the profession.

3. Do we need an international special libraries PR campaign? This would be expensive, and we may not have the resources to do it. But we may be at a critical juncture that requires us to take the risk and invest in a PR campaign. We know that individual librarians can do only so much. We need to identify what steps SLA can take to help the local librarian.

4. Do we need a high-profile celebrity to help change our image? Laura Bush would be perfect, but so far we have not been able to make that connection. Would a high-profile executive be better? Bill Gates spoke at SLA's Seattle Conference, and his

foundation has contributed extensively to public libraries. He is also passionate about special libraries. Could we identify high-profile executives who might be willing to write op-ed articles that could be published in the *Wall Street Journal*, the *New York Times*, and *USA Today*? Are we influential enough in our own organizations to ask our CEO about that kind of help?

The need exists for a strong, sustained PR effort at both the association and local levels. The Public Relations Committee wants to help you in your efforts to get recognition and raise awareness. If you have any questions or suggestions, please send them to Ellen Cartledge, committee chair, at ecartledge@earthlink.net.

Ellen G. Cartledge is chair of the SLA Public Relations Committee and past president of the Connecticut Valley Chapter.

APRIL 10, 2003

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Determining and Communicating the Value of the Special Library



By Joseph R. Matthews

*Joseph R. Matthews is president of Matthews and Associates of Carlsbad, California. He can be reached at joe@joemathews.org. This article was adapted from his recently published book *The Bottom Line: Determining and Communicating the Value of the Special Library*, Westport, CT: Libraries Unlimited, 2002.*

LIBRARIANS HAVE LONG SEARCHED TO FIND SOME PERFORMANCE MEASURE

that will indicate the "goodness" of the library and its services. Measures are a benchmark for many things. Measures can tell us where we've been, where we are, and in what direction we are heading. Intelligent use of measures can guide our decisions and help us make meaningful comparisons.

When a library is established, it is provided with a set of resources. Those resources are organized and directed so that they have the capability to provide a set of services. These capabilities are then utilized to some degree. And, once utilized, the information that has been provided has the potential for a positive, beneficial impact or effect on the organization. The relationship among these variables is shown in figure 1.

As shown in the generalized evaluation model, feedback can and often is employed by the library to make adjustments in other variables. For example, service levels may decline as utilization increases, and feedback can be used to make adjustments by increasing resources so that service levels are improved. The feedback is facilitated through the use of measures.

As shown in figure 1, different types of measures are used to assess each of the four variables. The *input measures* are associated with the resources or inputs that have been allocated to the library. These input measures are also the easiest to quantify and gather. Librarians will often speak of their collection size, annual budget, number of professional staff, and so forth. These are examples of input measures of the resources provided by the larger organization.

Process measures are focused on the activities that transform resources into services offered by the library and are internally directed. Process measures are reflected in an analysis that will quantify the cost or time to perform a specific task or activity. For example, the cost to order an item, the cost to receive a journal title, and the time it takes from when a journal title is received until it is placed on the shelf for clients to use are process measures. Process measures are ultimately about efficiency. Efficiency answers the question "Are we doing things right?"

Output measures are used to indicate the degree to which the library and its services are being utilized. More often than not, output measures are simply counts

to indicate volume of activity. For example, annual circulation, number of people entering the library, and number of reference questions answered are output measures. Historically, output measures were regarded as measures of goodness—after all, the library's collection and its services were being used, often intensively; therefore, the library was doing "good."

Outcome measures indicate the impact or effect of the library and its information services on the individual. The impacts on individuals then have a cumulative impact on the larger parent organization. Outcome measures are the most difficult to assess and, in a majority of cases reported in the literature, have involved the use of a consultant and a major data collection effort. This area is complicated by the fact that some outcome measures are assessed directly, while others are assessed indirectly. To further complicate matters, the value being measured may be tangible or intangible.

Outcomes ultimately address the issue of effectiveness, and effectiveness answers the question "Are we doing the right things?" Outcome measures center on the impact of the library on the parent organization; in other words, they have an outward focus as opposed to the inward focus of efficiency or process measures. One implication of focusing on process measures and outcome measures is that the library may lose sight of the "big picture" and concentrate on process improvements. Doing more things faster is not a good alternative to doing the right things.

A number of authors have suggested that the library should calculate a return on investment (ROI) in order to identify its value for decision makers (Griffiths and King, 1993; Keyes, 1995; Koenig, 1992; Marshall, 1993; and Portugal, 2000). Once the data about the financial impact of the library have been gathered, a cost-benefit analysis can be prepared. On the one hand, the benefits from using the library have been identified by the clients (quantifying the benefits); on the other hand, the

costs for providing library services are fairly well known (using the library's budget and preparing a activity-based costing analysis to identify the indirect and overhead costs to the organization). The preparation of the cost-benefit analysis allows the library to prepare an estimate of the library's ROI. Depending on the approach taken, ROI calculations range from 2.5:1 to 28:1 (the value of benefits compared to the costs of the library).

For the special library, there is compelling evidence that libraries provide information services that have real value to the larger organization. This value may be in the form of accomplishments, time savings, and financial impacts—both financial savings and increased revenues. And while the range of benefits to cost that result from library and information center services can be substantial, the positive financial impacts for the larger organization are significant and should not be ignored.

One approach to communicating value and performance that has taken on an increasingly important role in profit, nonprofit, and government agencies is the use of the balanced scorecard.

What Is the Balanced Scorecard?

The scorecard approach is based on answering four questions:

- How do customers see the library? (customer perspective)
- At what must the library excel? (internal perspective)
- Can the library continue to improve and create value? (innovation and learning perspective)
- How does the library look to stakeholders? (financial perspective)

Answering all four questions lets you see "whether improvements in one area may have been achieved at the expense of another." Using this approach means that you

can consider disparate elements of the competitive agenda, such as becoming more customer focused, shortening response times, improving collection quality, emphasizing teamwork, and developing new services together.

Viewing a variety of performance indicators that are focused on the four perspectives allows management to take a broader perspective. The library does not just pursue circulation or customer satisfaction or other services in isolation. Rather, the scorecard allows the management team and library staff members to see how their actions are reflected in the performance indicators (Birch, 2000; Brown, 2000; Kaplan and Norton, 1996a; both Kaplan and Norton, 1996b; Kaplan and Norton, 1994; Kaplan and Norton, 1993; Kaplan and Norton, 1992).

The Original Balanced Scorecard

The idea behind the scorecard is to formulate targets in each of the four areas (three to five measures in each) and design measures for each broad strategy.

Customer Perspective (users)

Customer concerns tend to fall into four categories: time, quality, performance and service, and cost. A variety of customer-focused measures can be employed, including customer satisfaction (although customer satisfaction surveys must be used cautiously in a library setting because of their positively skewed results).

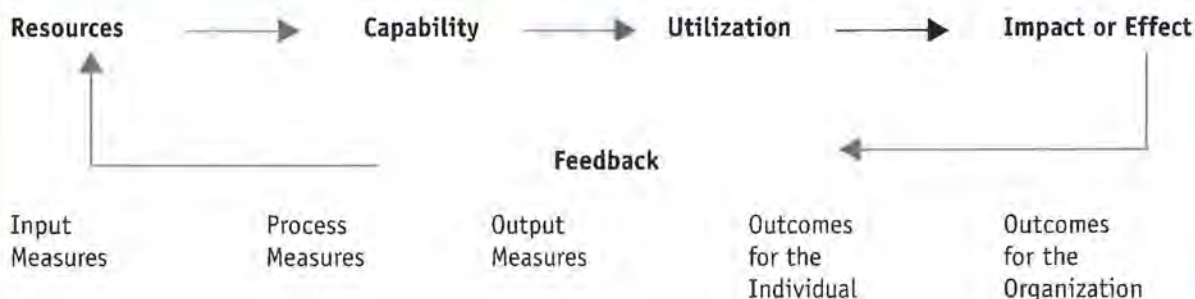
Internal Perspective

Managers need to focus on the critical internal operations that enable them to meet customer needs. This part of the scorecard looks at the processes and competencies at which a special library must excel. For example, time and cost of processing new materials or cost and quality of document delivery might be addressed.

Innovation and Learning Perspective

This perspective looks at the library's ability to grow, learn,

Figure 1. General Evaluation Model



Adapted from Orr, 1978.

develop, and introduce new services. It focuses on measures such as introduction of new services, technological infrastructure, and the skills of library staff members.

Financial Perspective

In the nonprofit and government arenas, financial measures such as profitability are not relevant. But the library can, and must, demonstrate that it makes effective use of the funding that is provided. For libraries in the for-profit sector, there should be a clear reporting of the financial impact of the library.

The assumption is that the *innovative perspective* (dealing with infrastructure and the quality of staff) will create a more efficient operation (*internal perspective*). The combination of staff, infrastructure, and internal operations will lead to products and services that will be more appealing to customers. The customers are then going to purchase more products and services, leading to better financial results (*financial perspective*).

Because traditional measurement systems evolved from the finance function, the performance measurement systems have a control bias. That is, traditional performance measurement systems specify the particular actions they want employees to take and then measure to see whether the employees have in fact taken those actions. In that way, the systems try to control behavior.

The balanced scorecard, on the other hand, puts strategy and vision, not control, at the center. It establishes goals but assumes that people will adopt whatever behavior and take whatever actions are necessary to help achieve those goals.

The Library Scorecard

The balanced scorecard is a useful framework when a library is trying to draw up performance measures. The system is based on the understanding that no single measure can assess all critical areas of the service.

Rather than the original balanced scorecard, which was created for for-profit firms, a revised scorecard may be more appropriate for libraries in the nonprofit and government arenas. In addition to a reorganized structure, this scorecard introduces an additional perspective—*information resources*—which refers to the library's physical collection, access to electronic databases subscribed to by the library, and resources obtained from other sources, such as interlibrary loans or document delivery services.

Using this general model of a library scorecard, the library is provided with funding. The funds allow the library to hire and train staff, provide facilities and infrastructure, and add to its collection of information resources

(including physical items and electronic resources). Staff provides services in an efficient manner. The customer uses the library's information resources and derives some benefits.

The choice of performance measures a library uses will be determined by the strategies chosen by the library in terms of what services to provide to its customers. Thus, even though a number of libraries could be using the library scorecard as a vehicle to communicate with their decision makers about the value of the library, the specific performance measures each used would likely differ and could range from input to output to outcome-based measures.

For libraries that are a part of a for-profit company, it would be appropriate to retain the original balanced scorecard design with all perspectives leading to the financial perspective.

The library balanced scorecard will help the library communicate its value to interested stakeholders and it can be used to support the planning process by providing feedback on how well the library is doing in meeting its objectives. The use of multidimensional metrics will change the perspective when assessing the library's performance—away from past performance and toward what your library seeks to become.

Developing a Scorecard—Focus on Strategy

In the past, library goals and objectives have not been linked to the performance measures gathered by the library, as evidenced by a library's annual plan of programs and initiatives that includes no links to performance measures. The implications of this fact are significant: There is often a total disconnect between the daily activities of managers and staff members and the library's mission statement and vision for the future. The majority of performance measurement systems are designed around the annual budget and operating plan, which results in short-term, incremental behavior rather than on strategies designed to move the library toward achieving its vision.

Strategy is about making choices and deliberately choosing to be different. Decisions about the strategic direction for the library should answer the following three questions:

- The *who*: Whom do you think you serve, and whom do you actually serve?
- The *what*: What information resources and services do you provide?
- The *how*: What is your organizational structure—the combination of people, facility, collection, and other resources?

Strategy is concerned with the organization's choice of

business, markets, and activities. Strategy is about the basic value that the library is trying to deliver to its clients. Strategy allows the library to set limits and thus focus on what it is trying to accomplish. Strategies can be grouped into five broad categories:

1. *Differentiation*. Identify ways in which the library can provide unique value to its clients. This might involve a customer orientation, quality service, innovation, reputation, branding, and so forth.
2. *Cost*. Provide efficient services and identify the strengths of the library.
3. *Focus and accessibility*. What customer segments or geographic focus will the library employ? Whom will it serve? Is it possible to remove any barriers to access that library clients perceive or experience?
4. *Synergy*. Has the library identified ways to partner with its clients? Does it provide personalized service?
5. *The preemptive move*. In some industries, it is possible to establish standards or develop partnerships

with suppliers that effectively eliminate competitors. Can the library provide so much value to its customers that it is always the first place they think of when they have an information need?

Broader Strategies for Change

When a library wishes to consider adopting a new strategy or making modifications to an existing strategy, a number of options can be followed. Among these are the following:

- Expand service offerings
- Narrow or refocus service offerings
- Narrow focus to "higher impact" customers
- Improve quality of service
- Employ vertical integration strategies
- Make customer convenience a priority
- Increase product/service usage
- Increase the frequency of usage

Table 1. User Criteria for Assessing Value

User Criteria	Interface (Value Added)	System (Examples of Value-added processes)
Ease of Use	Browsing Formatting Mediation Interface Orientation Interface Ordering (Sorting) Physical Accessibility	Alphabetizing Highlighting Linking
Noise Reduction	Access (Item identification) Access (Subject description) Access (Subject summary) Linkage Precision Selectivity	Indexing Vocabulary control Filtering Linking
Quality	Accuracy Comprehensiveness Currency Reliability Validity	Quality control Editing Updating Analyzing and comparing data Maintaining URL links
Adaptability	Closeness to problem Flexibility Simplicity Stimulatory	Provision of data- manipulation capabilities Relevance output ranking Focusing on the usability of Web pages "Suggesting" articles/materials that might be of value
Time Saving	Response speed	Reduction of processing speed
Cost Saving	Cost savings	Lower costs

- Increase the quantity of usage
- Find new applications for current users
- Focus on new markets
- Geographic
- Segments

Note that providing a technology-based service is not a strategy but simply a means to an end. For example, FedEx employs a wide variety of technologies to enable it to pursue one of its most effective strategies: providing up-to-the-minute status information to its customers regarding the location of a particular package.

If a library wishes to consider adopting a set of strategies that will be most responsive to its customers, it can consider three broad avenues:

1. *Customer intimacy*: Library staff members could use a combination of manual and automated tools to increasingly personalize the services provided to each client.
2. *Innovative services*: The library might develop creative new services that respond to the needs of its clients.
3. *Operational excellence*: The library could become known for its timely, cost-effective, and accurate delivery of information services.

Library Specific Strategies

Libraries can adopt a wide range of strategies as they seek to provide the best services to their clients. The most important issue for a library is to identify the aspects of its services and collection that add the most value for its clients. Value can be added in a number of ways, as noted by Robert Taylor (1986)—see table 1. The library can use surveys, focus groups, and casual conversations with both clients and nonusers to identify ways it currently adds value or could add value with the introduction of new services.

Ultimately, the measurement of performance in a special library is simple: If the library is not making a contribution to the overall performance of the company or organization, it will not survive. The special library must be an essential part of its parent organization and make a contribution to the bottom line, however the bottom line is measured.

The director and other staff members must identify and consistently communicate the value of the library's services to its stakeholders, and one of the most effective ways to identify and communicate this value is to use the Library Scorecard. ●

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view points

Communicating Our Value to Our Clients

By Rebecca A. Smith

Recently, I was preparing a guest lecture for a library science class on market research sources. While checking our acquisitions approval area, I serendipitously spotted two new books on the techniques of performing market research. The publishers were reputable: Jossey-Bass and McGraw-Hill. I took a closer look at them to see if the material could fuel my lecture with a framework. While the key concepts appeared to be fairly well written, I decided to check the indexes to see what sources they would recommend.

In the first book, I noticed that the author, who is very well known, listed Lorna Daniells' *Business Information Sources* from 1985. I turned to the chapter where her work might have influence. The chapter, entitled "Using Available Data," contained an "On-Line Databases" section, which listed Orbit, Compuserve, Mead Data, Central, Newsnet, and BRS.

A few others were on the list. At least DIALOG was there. Then I checked another source for the chapter. It was an *ONLINE* article from 1987. I was stirred to action. I found the author's address on the Web and typed him a note. To avoid causing any further embarrassment to the author and others, I have edited this letter. But, in essence, it read:

Dear Professor So-and-So,
I was reading your new book on marketing research. Some of your insights are invaluable about some of the trade-offs of performing market re-

search, especially about statistics. They are easy to follow.

But as I read chapter 5, "Using Available Data," I was struck by the outdated information in the "On-Line Databases" section. Many of those vendors have changed names or have more updated brands (e.g., LexisNexis has not been called Mead Data in years), have been purchased by others, or are no longer in business. The problem exists because you used Lorna Daniells' book from 1985. In case you haven't looked in your library, Ms. Daniells published another edition in 1993; but even if you had used that book, the online databases would be outdated.

Also, although some of the Web addresses are still valid, I was looking at some of the annotations, such as Forrester (www.forrester.com), in which you mention that it has information on the Web and other business issues. Forrester is about IT strategy, and it does have technographics that are valuable, not just information about the Web.

I am surprised you don't mention anything about other market research sources such as Mediamark, Simmons, etc., considering that your business librarian has developed a help sheet on one of these databases, and it is available on the Web. Her help sheet is linked by many business libraries' Web sites in the country."

Much to my surprise, the author wrote me back within an hour and said that I had some good advice and he would check with his librarian.

The second book was equally interesting. In the brief historical context given about marketing research, I

found errors in names of authors and dates and, in some instances, no specific dates. I haven't written to that author yet, but I'm considering it in order to promote my colleagues in his institution. We all know that executives and other folks don't always check their facts, or they get them somewhere else (gulp, the Internet).

And what about the editors in these publishing houses? Do they take all the information presented for granted? If they had asked an information professional for a little help, it would have saved them some embarrassment. As for me, I'm sending the books back.

And there's one other important lesson here. At my first professional position, at a prestigious academic business library in New England, alumni would call the library looking for help, not realizing that they had great information centers in their own organizations. I was always happy to suggest that they contact the information professionals at their own company, often suggesting names from the SLA Directory or people I knew. Whenever I give a class to MBA students or seniors who are considering their career options, they ask if they will have access to our great databases when they graduate. At my institution graduates don't have such access, so I recommend that they ask when they're interviewing if the company has an information center. Another option is to get to know the librarians at the local public library wherever they live.

The need for an information professionals' network cannot be emphasized enough. As a group and as individuals, we must promote ourselves and each other to clients in order to communicate our value.

Rebecca A. Smith is associate professor and head of the Commerce Library at the University of Illinois at Urbana-Champaign. She can be reached at becky@uiuc.edu. The opinions expressed in this article are her own.

KEx corner

2002 Needs

Assessment Survey

By John Latham

SLA sent an online needs assessment survey to members in December 2002. The response rate was just under 20 percent, which was excellent, especially considering the length of the survey. We are grateful to the members who found time to respond. The results were initially used for a report to the board of directors strategy meeting in New Orleans in January, after which information on the survey will be made available to the membership.

One point arising from the survey was that members do not know about many of SLA's products and services. Clearly, there is a communications and marketing problem here that needs to be addressed. As a start, I'll mention a few of them here. For those of you who are familiar with these products or services, please take every opportunity to tell your colleagues about them.

SLA Discussion Lists

Are listservs the same as discussion lists? Yes. A few years ago the originator of the software package "listserv" claimed copyright on it, and we were advised not to use it for the SLA discussion lists because of potential copyright violations.

Many people are concerned about the amount of mail received on SLA's lists. However hard we try to ensure that only relevant messages are sent, there is always going to be a certain level of unwanted mail. You can reduce the impact on your inbox by using the Daily Digest feature. I find

this feature very useful, as it enables me to choose when I want to read my discussion list correspondence. For SLA-hosted lists, log on to the Lyris Web Interface at <http://lists.sla.org/> and select Change Your Current Settings at the bottom of the page listing the lists to which you are subscribed. Select Daily Digest from the drop-down menu against your lists. Lists not hosted by SLA also normally have a digest feature—look at the instructions sent to you when you subscribed, or e-mail the list administrator. If you have any problems, contact webmaster@sla.org.

Another useful feature of SLA-hosted lists is the easily accessible archive of all the correspondence on the list. Although the correspondence is listed chronologically, there is a search engine to facilitate access.

Member Login

We are aware of the inconvenience of not having your own user-supplied password. We are investigating the cost of changing the protocol, and, if too cost prohibitive, we will defer until we upgrade our membership database.

Who's Who in Special Libraries Online

Who's Who in Special Libraries Online, at <http://whoswho.sla.org>, includes the general information about membership that was included in the print version: Buyer's Guide, Directory of Manufacturers and Suppliers, up-to-date chapter and division website and discussion list addresses, committee lists and charges, chapter and division officers and scope notes, past presidents, and award winners.

Division Websites

All SLA divisions now have websites. These are listed in the Chapter/Divisions & Other Units section at <http://www.sla.org/content/interactive/chdivsites/FullList.cfm>.

Chapter/Division Newsletters Online

Many chapters and divisions produce electronic newsletters and either send them via e-mail or display them on the unit's website. In some cases, print versions are still sent out, but this is becoming less common because of the significant cost savings in e-newsletters. In some cases, access to the online newsletter is behind the unit's member firewall. If you are not receiving a newsletter, contact the unit's editor, whose name can be found at <http://www.sla.org/content/chdiv/index.cfm>.

Mentoring

Mentoring for SLA members is organized at both the chapter and the division levels. The guidelines for establishing a mentoring program can be found at <http://www.sla.org/pdfs/mentorsh.pdf>. Check your unit website or contact the president or chair for specific information on mentoring programs. Information about SLA's mentoring programs can be found on Virtual SLA at <http://www.sla.org/content/chdiv/mentors.cfm>.

Requests via the Survey

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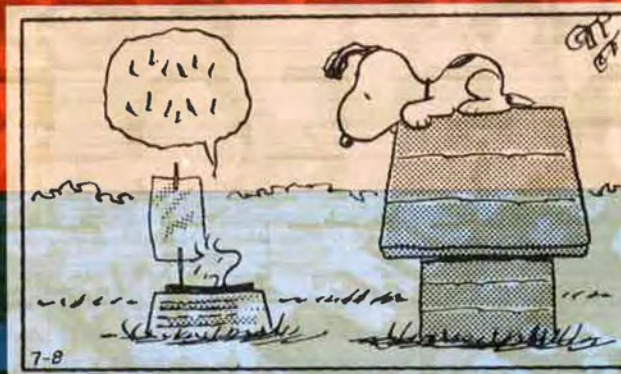
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Happiness Is Taxonomy: Four Structures for Snoopy



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By Katherine Bertolucci

Katherine Bertolucci is taxonomy and information management consultant for Isis Information Services of Phoenix, Arizona. She can be reached at isisinform@aol.com.

Linnaeus, Dewey, and Modern Classification

AS INFORMATION ACCESS BECOMES INCREASINGLY VIRTUAL, LIBRARIANS AND information managers are creating new gateways to knowledge. One of these gateways is taxonomy, a technique that organizes information into hierarchical categories. In my practice as an information management consultant, I have built taxonomies that are used for filing systems, libraries, intranets, and Snoopy dolls. This experience gives me insights into the art of category creation that may be useful to anyone attempting to build or understand taxonomy.

Linnaeus

Many of you first heard the word "taxonomy" in junior high science class when you studied Linnaeus and biologic nomenclature. The word originated with the Greek word *taxis*, meaning "to arrange," and is related to similar arrangement words like taxidermy. The other "tax" word comes from a Latin verb *taxare*, meaning "to collect money," and is linked to such collecting devices as taxicabs.

In the 18th century, Linnaeus arranged all known living things into a hierarchy. Figure 1 shows where dogs fit into the Animalia hierarchy, as identified in the Integrated Taxonomic Information System (ITIS, www.itis.usda.gov). It's a straight drill down from the Animal Kingdom to the species *Canis familiaris*. For domesticated animals, biology taxonomists rely on categories from animal breeding associations. So I added two facets from the American Kennel Club, "Hounds" and "Beagles," leading us directly to that most articulate and philosophical dog, Snoopy.

Linnaeus's straightforward structure continues to serve life scientists after two centuries of development. The whole Animalia taxonomy offers valuable information about the natural relationships of animals. It shows exactly where an organism sits in the vast complexity of life. Snoopy's extended family of coyotes and wolves lives one step above in the genus *Canis*. Foxes are added at the next step in the family Canidae.

Because the Linnaean taxonomy must be scientifically accurate, it must also be flexible. If a new scientific discovery changes our knowledge of life, that change is reflected by taxonomic revision. However, one important grouping remains the same: In 1758, Linnaeus placed humans and apes together in the Primate order, 73 years before Charles Darwin sailed to the Galapagos on the HMS *Beagle*.

Dewey and the Library of Congress

The late 19th and early 20th centuries were a hotbed of intellectual activity for library categorizers. First Melvil Dewey developed his decimal system. Then the Library of Congress (LC) adapted Charles Ammi Cutter's alpha-numeric system for its collection. Dewey, the only librarian popularly known for librarianship, had a healthy ego and placed information science at the very beginning of his classifications. The librarians at LC followed Cutter and relegated their profession to the back of their own bus, in the Zs.

These two systems became the primary classifications accepted by the library community. I was once chastised at an SLA meeting for daring to design my own systems, and library schools that mainly train people for public and academic institutions reinforce this idea. In addition, LC provides cataloging and call numbers for almost every book commercially published in the United States and quite a few international publications. This is a seductive strategy for libraries that have little money and little time.

These two systems contain drawbacks for special libraries. Let's see how they treat Snoopy. I'll be using Dewey for this exercise. Dewey has an index, which facilitates classification analysis. In addition, LC is a larger system, and we have space considerations here. However, other than length, call number building, and self-esteem, there is not much difference in the two theories. Figure 2 shows selected Dewey classifications for Snoopy, beagles, dogs, and animals (Melvil Dewey, *Dewey Decimal Classification and Relative Index*. 21st ed. Edited by Joan S. Mitchell, et al. Albany, NY: OCLC Online Computer Library Center, 1996). The call numbers are removed to emphasize hierarchy rather than notation. There are 234 categories.

Both Dewey and LC are designed to describe the whole of human knowledge. For historic reasons, they do this

from the perspective of an educated white male in 19th century America. This perspective presents some problems if your specialty is Snoopy. In "Generalities," newspaper cartoon strips are filed away under "Miscellaneous information, advice, amusement." However, a collection of Charles Schulz cartoons would be shelved way over in "The Arts → Drawing and decorative arts," thereby separating two almost equal subjects by a very wide distance.

The generic vocabulary required to describe all of human knowledge is also problematic for specialists. In "The Arts → Standard subdivisions of fine and decorative arts and iconography," there are five synonyms for miscellaneous before we get to a real subject. Then it's another six facets to get to the dogs.

In a specialized collection, this lack of precision can be unintentionally whimsical. For example, beagles are well known for their baying. Snoopy has been known to indulge in it on occasion. In "Natural Sciences and Mathematics → Zoological Sciences → Specific topics in natural history of animals → Behavior → Communication," Dewey terms this "Acoustical communication." Up in "Natural Sciences and Mathematics → Life Sciences → Specific physiological systems in animals, regional histology and physiology → Musculoskeletal system," the animals are doing the locomotion.

According to Linnaeus, mammals are a subset of vertebrates, but Dewey has both at the same level. "Zoological Sciences" and "Life Sciences" also share a facet level, as do "Canoidea" and "Canidae." The error is repeated throughout the system, because subordinate topics can either appear as the next

facet or as the next line in the same facet. If you don't already know the subject, this method creates confusion about subject relationships. Incidentally, the word "Canoidea" does not appear in the ITIS taxonomy.



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Figure 1 — Snoopy According to Linnaeus and the American Kennel Club

Kingdom	Animalia
Phylum	Chordata
Subphylum	Vertebrata
Class	Mammalia
Subclass	Theria
Infraclass	Eutheria
Order	Carnivora
Suborder	Caniformia
Family	Canidae
Genus	<i>Canis</i>
Species	<i>Canis familiaris</i>
AKC Group	Hounds
AKC Breed	Beagles
Our Hero	Snoopy

In areas where they do get the hierarchy straight, many libraries use abbreviated call numbers. There is a separate category for beagles in "Technology (Applied Sciences) → Agriculture → Animal husbandry → Dogs → Specific breeds and groups of dogs → Sporting dogs, hounds, terriers → Hounds," but a library might only categorize as far as hounds, which scatters beagles among bloodhounds and foxhounds and all the rest of the hounds.

At this facet level, LC prefers alphabetical order, creating arrangements like "Cats, wild, . . . Dogs, . . . European wildcat" (LC Subject Cataloging Division, *Classification, Class Q, Science*. Washington, DC: LC, 1989, p. 438). In the LC schedule for American history (LC Cataloging Policy and Support Office, *Library of Congress Classification, E-F, History, American*. Washington, DC: LC Cataloging Distribution Service, 1995, p. 34), all the U.S. presidents are arranged chronologically. Then all the First Ladies are in a separate chronology, and then all the First Pets, including FDR's Scottish terrier Fala and LBJ's beagles Him and Her, famous for their pullable ears.

Americans grew up with these systems, and their perception of librarianship is

formed at this interaction. The subliminal message is that LC is not sophisticated enough to separate the cats from the dogs or to keep the family together. On the other hand, Dewey's categories are false, and the librarians don't know the difference between beagles and bloodhounds.

Patrons who want to use classification as a gateway to the collection are highly discouraged. At my local major urban public library, the reference collection has the penultimate version of the Dewey schedule. The most recent edition is backstage in the cataloging department. Another public library did not have a copy immediately available for telephone reference.

At my local major public university, I was directed to LC schedules in the main reference collection, where the edition for American history was current through Eisenhower. Fortunately the catalogers allowed me to use their more contemporary versions.

At my not-so-local library school, the LC schedules are not in reference. However, current editions are circulated. The volume I needed was checked out. No patrons, not even library school students, get access to the full online version of the LC schedules. According to a reference librarian in another library, "That's a cataloging tool."

Of course, we all know that patrons don't look at the classification schedules. These systems are not intended to be points of access; they are designed to build call numbers. However, in the virtual world of information, we don't need call numbers anymore. Now we do an online search and sift through thousands of hits. In 1994, Jerry Yang and David Filo designed a subject hierarchy for websites. They called it Yahoo. It became one of the most popular Internet resources and a model for the other search engines that now offer categories in addition to searching. One of the differences between libraries and the Internet is that Internet patrons are allowed to use the classification system to find information.

Dewey from Snoopy's Perspective

I redesigned the Dewey hierarchy to create a more usable taxonomy for Snoopy, beagles, and dogs. Figure 3 holds the same information as the Dewey classifications—all I did was rearrange and streamline the categories and change the vocabulary. Instead of 234 categories, there are now 50. The original Dewey has up to 14 facets leading to a single subject; in the new, improved version, maximum drilldown is four. "Acoustical communication" is now "Baying." "Locomotion" is now "Dancing." It's for Snoopy, after all.

Okay, I'm not really being fair here. Dewey and LC have to be general with lots of categories to fit everything in. Obviously a system that's designed for one subject can have fewer and more precise categories, but all of human knowledge cannot be organized from the viewpoint of a dog.

Perhaps not, but all of dog knowledge can certainly be organized from the viewpoint of a dog expert. This new version reflects the way a beagle expert thinks, using pre-

cise language and appropriate groupings. That means the client can actually use this taxonomy as an entry into the information system.

Remember, this new version is based entirely on Dewey. I did not add any topics. So the revision is more remarkable for what it lacks. First and foremost, there is no category for our main guy, Snoopy. Certainly we cannot expect Dewey or LC to have a category for every cartoon character. On the other hand, if the main topic is Snoopy and he's paying the bills, it might be nice to include him in the hierarchy.

There are other topics that one might expect in a detailed study of beagles. These dogs are often trained and shown in packs, yet there is no specific facet for packs in the 234-line hierarchy. There is also no clear place for the beagle as hunter. In Dewey, information about hunting with beagles is placed with all the other general beagle books. This is unacceptable in a collection whose primary topic is beagles.

Of course, the subject headings and call numbers in the Dewey catalog explain exactly where that beagle-hunting book is shelved, so it's all right to hide it among the rest of the hound books. Unfortunately, in a collection devoted to beagles, all the subject headings would begin with five words: animals, beagles, dogs, kennels, and veterinary (LC Cataloging Policy and Support Office. *Subject Headings*. 25th ed. Washington, DC: LC Cataloging Distribution Service, 2002). The important stuff in the subject headings would be secondary to these five words. Genetics would appear as "Animals—Genetics," "Beagles—Genetics," and "Dogs—Genetics." We can assume that a beagle researcher using a collection of beagle materials already knows that the main subject is beagles. So, for a beagle expert, standard library subject headings are a hindrance to information access.

Semantics and ontology come into play here also. Word selection and structural relationships affect the value of taxonomy. Even such standard devices as alphabetical order can be used in this regard. For example, there is great concern about the use of beagles in laboratory experiments. This issue is included as "Beagles → Status → Laboratory Beagles." However, there are also categories dealing with the treatment of animals in general. If my client is an activist organization, I might place the provocative phrase, "Animal Rights" at the front of the structure. However, if my client is uncomfortable with such politically charged terminology, "Ethics" could be used, with additional structural advantage. The two major categories of "Beagles" and "Dogs" are now together at the beginning of the taxonomy, and the two peripheral categories of "Ethics" and "Hunting" are also together but farther along in the structure.

This method of custom designing taxonomies specifically for clients, using their terminology and their preferences, creates systems that invite use by offering an efficient and enjoyable information-gathering experience.

Determined Productions Taxonomy

When I worked for Determined Productions in San Francisco, I developed this type of taxonomy for Snoopy. Determined had the major licensing agreement with Charles Schulz to produce Peanuts and Snoopy items. They also

served as intermediary between the Schulz enterprise and other licensees. For example, a T-shirt company, such as J.G. Hook, might work with Determined to develop prototypes and then would submit samples for approval. These samples, along with many other collected items, were often used to generate new ideas for other products.

In addition, Determined ran a small mail-order business for its manufactured products. The taxonomy served two purposes: the first was to store and retrieve

Figure 2 — Snoopy, Beagles, Dogs, and Animals in the Dewey Hierarchy



a wide variety of products that might be required for the development of new ideas; the second was to warehouse mail-order stock.

Determined is a family company, and it changed its focus after I worked there in the 1980s. It now represents licensing companies and manufactures corporate premiums. So the original Snoopy taxonomy suffered the fate of many electronic resources by evaporating into the virtual ether. It was built on a superceded platform

with a superceded database and is a classic victim of the lack of digital preservation.* Therefore, in figure 4, I have recreated the taxonomy, using my memory as jogged by two guides to Peanuts collectibles: *Peanuts, The Home Collection: A Collector's Guide to Identification and Value* by Freddi Karin Margolin (Antique Trader Books, Iola, Wisconsin, 1999) and *Peanuts Collectibles: Identification and Value Guide* by Andrea Podley and Derrick Bang (Collector Books, Paducah, Kentucky, 2000).

engineering	Canoidea
Other branches of sanitary and municipal engineering	Canidae (Dog family)
Pest Control	Canis
Mammals	Drawing and decorative arts
Land carnivores	Drawing and drawings
Agriculture	Cartoons, caricatures, comics
Plant injuries, diseases, pests	Collections
Animal pests	North America
Agricultural pests (vertebrates)	United States
Mammals	Drawing and drawings by subject
Carnivora. Fissipedia (Land carnivores)	Drawing animals
Fissipedia (Land carnivores)	Vertebrates
Canoidea	Mammals
Canidae (Dog family)	Carnivora. Fissipedia (Land carnivores)
Canis	Fissipedia (Land carnivores)
Animal husbandry	Canoidea
General topics in animal husbandry	Canidae (Dog family)
Young of animals	Canis
Specific topics in animal husbandry	Painting and paintings
Selection, showing, ownership marks	Iconography
Showing	Other subjects
Breeding	Animals
Breeding records	Recreational and performing arts
Care, maintenance, training	Public performances
Housing	Animal performances
Animal welfare	Fishing, hunting, shooting
Individual tending	Hunting
Training	Hunting with the aid of animals
Feeding	Hunting with dogs
Feeds and applied nutrition	Small game hunting (mammals)
Animals for specific purposes	Vertebrates
Laboratory animals	Mammals
Pets	Miscellaneous orders of Eutheria (placental mammals)
Sport and stunt animals	Lagomorpha
Veterinary sciences. Veterinary medicine	Lepus
Dogs	Literature (Belles-lettres) and rhetoric
Specific breeds and groups of dogs	Rhetoric and collections of literary texts from more than two
Sporting dogs, hounds, terriers	literatures
Hounds	General topics in rhetoric
Beagle	Arts and literature dealing with specific themes and subjects
The Arts	Physical and natural phenomena
Standard subdivisions of the arts	Animals
Special topics in the arts	Vertebrates
Physical and natural phenomena	Mammals
Animals	Carnivora. Fissipedia (Land carnivores)
Vertebrates	Fissipedia (Land carnivores)
Mammals	Canoidea
Carnivora. Fissipedia (Land carnivores)	Canidae (Dog family)
Fissipedia (Land carnivores)	Canis
Canoidea	History, description, critical appraisal of more than two literatures
Canidae (Dog family)	Literature displaying specific features
Canis	Literature displaying other aspects
Standard subdivisions of fine and decorative arts and iconography	Literature dealing with specific themes and subjects
Special topics in fine and decorative arts. History and description	Physical and natural phenomena
with respect to kinds of persons	Animals
Iconography	Vertebrates
Specific subjects	Mammals
Nature and still life	Carnivora. Fissipedia (Land carnivores)
Animals	Fissipedia (Land carnivores)
Vertebrates	Canoidea
Mammals	Canidae (Dog family)
Carnivora. Fissipedia (Land carnivores)	Canis
Fissipedia (Land carnivores)	

**Figure 3 — Revised Dewey Taxonomy
for Snoopy, Beagles, and Dogs**



The art of taxonomy is in discovering the client's individual methods of interacting with information and combining this with the material's unique characteristics. Almost every line in the Determined taxonomy represents a decision based on the needs of the client and the requirements of the information. In this case, the primary users were Connie Boucher and Jim Young, the founders of Determined Productions. They first published

the classic Charles Schulz book *Happiness Is a Warm Puppy* in 1962. My task was to organize their collection of Peanuts and Snoopy products so that a given item could be delivered instantly for art meetings in progress. A secondary organizational issue was the mail-order business. This stock took up more space but was not necessarily more important and could also be called upon for art meetings.

We could not use stock numbers exclusively, because the non-Determined samples had different kinds of numbers, and the artists were not going to ask for anything by number anyway. A request by number, such as a mail-order form, would also have the product's title.

One obvious organizing method would be to place the Determined products in one area, so mail-orders could be collected from one place. I didn't do that. We had plenty of time to fill those orders and only a few minutes to fulfill the artistic requests. Better to do a little hiking for the mail-order and get samples to the artists quickly.

I designed a classified structure that placed similar items together. For example, T-shirts were in the clothing section. In general, all the Determined products were shelved separately, and the samples, such as those from J.G. Hook, were adjacent. When Connie and Jim asked for T-shirts, they were swiftly gathered and delivered to the meeting.

In figure 4, there are separate sections for dolls and plush. Logically, the plush version of Snoopy is a doll; however, in the gift business, "plush" is its own technical term. The plush products at Determined were a major part of the line and tended to overwhelm the smaller "Dolls" section, so a separate "Plush" section was created.

As in the "Animal Rights" example, here alphabetical order promotes organizational goals. The "Plush → Couturiers" area contained original fashions created for Snoopy and his sister Belle by prominent designers. These were sewn for a Parisian museum exhibit and photographed for the book *Snoopy Around the World* (Harry N. Abrams, New York, 1990). Snoopy and Belle pose in front of Sacré-Coeur wearing Guy Laroche sportswear. Then they're at the Alamo in salsa outfits by Victorio and Lucchino.

Logically, these elegantly dressed plush dolls should be placed with the other plush materials. However, we had a safety problem here: The plush area was highly active with mail-order. If I categorized the fashions as "Plush → Fashion Designers," they would sit right in the middle of the regular mail-order dolls and their off-the-rack outfits. That's an accident waiting to happen. Instead, I used the term "Couturier," which places these beautiful creations at the beginning of the plush section, where they sat undisturbed until required on the runway.

Figure 4 — Taxonomy for Determined Productions

Babies	Garden
Linus Thumb & Blanket Dolls	Accessories
Bed and Bath	Housewares
Linens	Bookends
Sheets	Lamps
Towels	Mirrors
Pillows	Picture Frames
Sleeping Bags	Vases
Toiletries	Kitchen
Books	Accessories
Calendars	Chef Outfits
Coloring Books	Dishware
Cookbooks	Candy Dishes
Diaries	Canisters
Titles	Coasters
<i>Happiness Is a Warm Puppy</i>	Cookie Jars
<i>Snoopy Around the World</i>	Cups
Christmas	Drinking Glasses
Dishware	Mugs
Christmas Mugs	Steins
Christmas Plates	Plates
Ornaments	Serving Trays
Bell Ornaments	Music
Christmas Ornaments	Schroeder's Play Pianos
Decorations	Office
Banners	Accessories
Bells	Banks
Craft Kits	Coins
Decorated Boxes	Plush
Inflatables	Couturiers
Mobiles	Balenciaga
Music Boxes	Hermès
Dolls	Guy Laroche
Autograph Dolls	Manuel Pina
Autograph Doghouses	Gunilla Ponten
Cloth Dolls	Victorio and Lucchino
Collector Dolls	Diane von Furstenberg
Greeting Dolls	Dolls
Jointed Action Dolls	Belle
Pillow Dolls	Large
Playables	Small
Pocket Dolls	Snoopy
Puppets	Large
PVC Dolls	Small
Electronics	Special Editions
Cassette Recorders	35th Anniversary
Clocks	Flying Ace
Radios	Joe Cool
Telephones	Peanuts Kids
Fashion	Charlie Brown
Accessories	Spike
Clothing	Woodstock
T-Shirts	Outfits
Determined Productions	Belle
J.G. Hook	Mrs. Santa Claus
Jewelry	Large
Purses	Small
Shoulder Bags	Snoopy
Figurines	Easter Beagle
Bobble Heads	Large
Ceramics	Small
Crystal	Santa Claus
Stackables	Large
Papier-Mâché Figurines	Small
PVC Figures	Woodstock
Trophies	Christmas Elf

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Taxonomy can also be used to promote ideas within the organization. Linnaeus did this by placing humans and apes in the Primate order. I did the same thing with the term "Animal Rights." The very process of interacting with categories can inspire thinking. For example, by placing all the kitchen items in one place, two goals are accomplished. First, it is easy to collect and deliver similar items. Second, the juxtaposition may inspire new designs. Perhaps Determined is working with a cookware company. By looking at the categories, the designer can quickly see what has already been produced and possibly think of new ideas or new variations.

Perhaps Determined is interested in producing more baby items and wants the artists to be thinking along those lines. There is one baby product: the Linus Thumb and Blanket Doll. These soft and cuddly dolls should be shelved with the other dolls. However, "baby" is right there at the beginning of the alphabet. By creating a baby section at the front of the taxonomy, where all the artists see it first, I have created a subliminal reinforcement of the idea "think babies."

In this case, I was able to use alphabetical order to achieve an enterprise goal. There are other techniques when the alphabet doesn't cooperate. Perhaps Determined wants to promote shoulder bags. There is already a "Fashion → Purse" category. Unless we have a lot of shoulder bags, there's no reason for a new facet. However, if I make shoulder bags a distinct subset of purses, regardless of quantity, then I reinforce their importance.

Of course, enterprise goals change and products change. An effective taxonomy must be flexible in order to be current, so I made some structural decisions at the beginning of this project. In the Snoopy taxonomy, each major division has at least one subdivision. For example, in the "Garden" division, there is only one section, "Accessories," which includes planters, small tools, and similar items. The whole division could easily be called "Garden Accessories"; however, that might create an update problem. Perhaps Determined will produce a greenhouse in the shape of Snoopy's doghouse. If the main heading is "Garden Accessories," then we have a logic problem, because a greenhouse is not really an accessory. If the title is "Gardens" with at least one subsection, further products and sections are easily added.

By incorporating current and future client needs into the structure-building process, the taxonomist offers a system that does more than provide access to information. Working with semantics, hierarchical relationships, and adaptability techniques, an information manager can build a taxonomy that supports and promotes the enterprise's mission.

The Future


Two centuries ago, librarians abandoned one of the most important aspects of their profession, the ability to organize information. They gave it away to Melvil Dewey and the Library of Congress. Now that books are no longer the only means of storing information, the cyberworld is seeking organizational skills outside the library community. People believe, perhaps accurately, that librarians do not create new systems; they only place books into clumsy and already established systems.

The future of structured information organization is taxonomy. The standard library classifications are designed only for books, and books are increasingly becoming objects of pleasure. Serious information gathering is online, and the practitioners demand effective gateways. Information professionals must learn how to design new organizational structures.

Your inspiration is your client. Your goal is to fit the structure to the user and not the other way around. Dewey and LC are classic examples of systems in which the structure itself is the primary goal. Let's not make the same mistake as we move into new areas of information management. The client's needs must drive the system.

Effective taxonomy creates hierarchical relationships that follow a client's method of interacting with information and promote enterprise goals. It includes appropriate vocabulary—not just standard subject-based terminology but words actually spoken by a given community of practice. By using terms and structural techniques that allow for expansion, it responds to the client's changing needs.

A carefully constructed taxonomy that promotes client goals is a unifying structure and a source of motivation. Clients enter into a comfortable system that invites information gathering. The taxonomy I designed for Determined Productions and Snoopy was personalized. It fit the company, the situation, and the products. In the online world, personalized service is becoming routine, and information users are demanding it. To provide this level of service, information managers must enter the future and reclaim their organizational skills.

* For those interested in digital preservation, SLA's Information Futurists Caucus and Library Management Division will host Kenneth Thibodeau, director of the Electronic Records Archives, National Archives and Records Administration, at the June 2003 Annual Conference in New York. 

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by Frank H. Portugal, Ph.D.



A determination of the bottom line value of libraries and information centers has proven difficult because of the intangible nature of the value and the use of archaic accounting systems that for the most part focus on tangible or physical assets rather than intangible ones. The problem is that the intangible value of libraries and information centers may be orders of magnitude greater than their tangible value. To overcome some of these measurement difficulties this workbook presents four different approaches to the intangible valuation of information resources.

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New York, New York!

The SLA Annual Conference 2003 has much to offer—great educational programs, networking opportunities, exposure to new products and services in the exhibit hall. And it will take place in a setting that has something for everyone: New York City. When you're not attending sessions or strolling the exhibit hall, there's one thing you must do: EAT! Here's a list of some of New York's famous restaurants, and a bit of the history behind them.

Four Seasons 99 E. 52nd Street

No restaurant is a better symbol of New York than the Four Seasons—a modern classic that has been redefining American cuisine since 1959. Winner of *Where* magazine's Best Food in New York award, the Four Seasons recently seduced *New York* magazine with "adventurous new flavors and marvelous pairings."

Le Cirque 455 Madison Avenue

When Sirio Maccioni opened his restaurant in 1974, he sent out a modest little announcement. So many friends decided to drop in so he wouldn't be alone that the restaurant was filled to the rafters.

The secret of Le Cirque's success lies in its style and attention to detail. Le Cirque serves up classical French, Italian, American, and—under the influence of Cambodian-born chef Sothya Khunn—Asian food.

Rainbow Room 30 Rockefeller Plaza

When Rockefeller Center was completed in the 1930s, the crown jewel

was the Rainbow Room on the 65th floor of Thirty Rockefeller Plaza, the tallest and most prominent building in the complex. The room was designed to symbolize New York nightlife in all its elegance.

In 1974, David Rockefeller oversaw a painstaking \$25 million restoration and expansion of the Rainbow Room, which many architects and designers consider to be the "most perfect room in New York."

Sardi's 234 W. 44th Street

In the heart of New York's theater district, Sardi's has been the toast of Broadway since 1928. The restaurant serves traditional continental cuisine and features hundreds of caricatures of theater and movie stars as artwork in the dining rooms.

Tavern on the Green 1 W. 67th Street

Built in 1870, the Victorian Gothic structure now known as Tavern on the Green housed 200 South Down sheep, which grazed across the street in Central Park's Sheep Meadow. The sheepfold remained intact for close to 65 years, until legendary parks commissioner Robert Moses decided that the building had a higher calling as a restaurant.

Embraced by New Yorkers, Tavern on the Green became an integral part of the city's social life and was operated throughout the 1940s, 1950s, and 1960s. In the 1970s, the glass-enclosed Crystal and Terrace Rooms were added.

Once so passé that it closed down, Tavern on the Green is currently one of New York's hottest dining destinations.

Tom's Restaurant 2880 Broadway

This diner is home to the famous "Seinfeld" set, and it's as basic as it looks on the television show, serving burgers, gyro platters, and very inexpensive breakfasts.

Club 21 21 W. 52nd Street

Hobnob with celebrities and tycoons at this brownstone landmark, a former speakeasy that opened in 1929. The Grill Room is the place to be, with its red-and-white checked tablecloths and ceiling hung with toys. In the past, the restaurant was mostly noted for continental cuisine and its costly signature dish, the "21" burger, but under executive chef Erik Blauberg, at least half the menu features inventive New American food.

Carnegie Deli 7th Avenue between 54th and 55th Streets

The Carnegie Delicatessen is one of the most famous delis in New York City. From the 1850s to today they've offered wonderful deli dishes, such as pastrami sandwiches and cheesecake.

University Club 1 West 54th Street

Although the University Club is not a restaurant, SLA will hold the official June 7 Awards Reception here. Elegant surroundings will combine with wonderful food at this catered affair. Situated in midtown Manhattan about halfway between Central Park and the Rockefeller Center, the University Club is the headquarters of one of New York's oldest and most prestigious private societies.

Don't forget to buy your ticket for the Awards Reception. A coat and tie are required for men, semi-formal dress for women.

Hope to see you all in New York City for SLA 2003!

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www.arlisna.org

Information Highways 2003
Conference and Showcase

March 24-26
Toronto, ON, Canada
www.informationhighways.net/
conf/cindex.html

April 2003

Association for Information
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(AIIM) Conference 2003

April 7-9
New York, NY
www.aiim2003.com

May 2003

Medical Library Association
(MLA)

May 2-7
San Diego, CA
www.mlanet.org

June 2003

SLA 2003 Annual
Conference

June 7-12
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www.sla.org

American Library Association
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Association (CLA)

June 21-24
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www.ala.org or
www.cla.com.ca

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August 1-9
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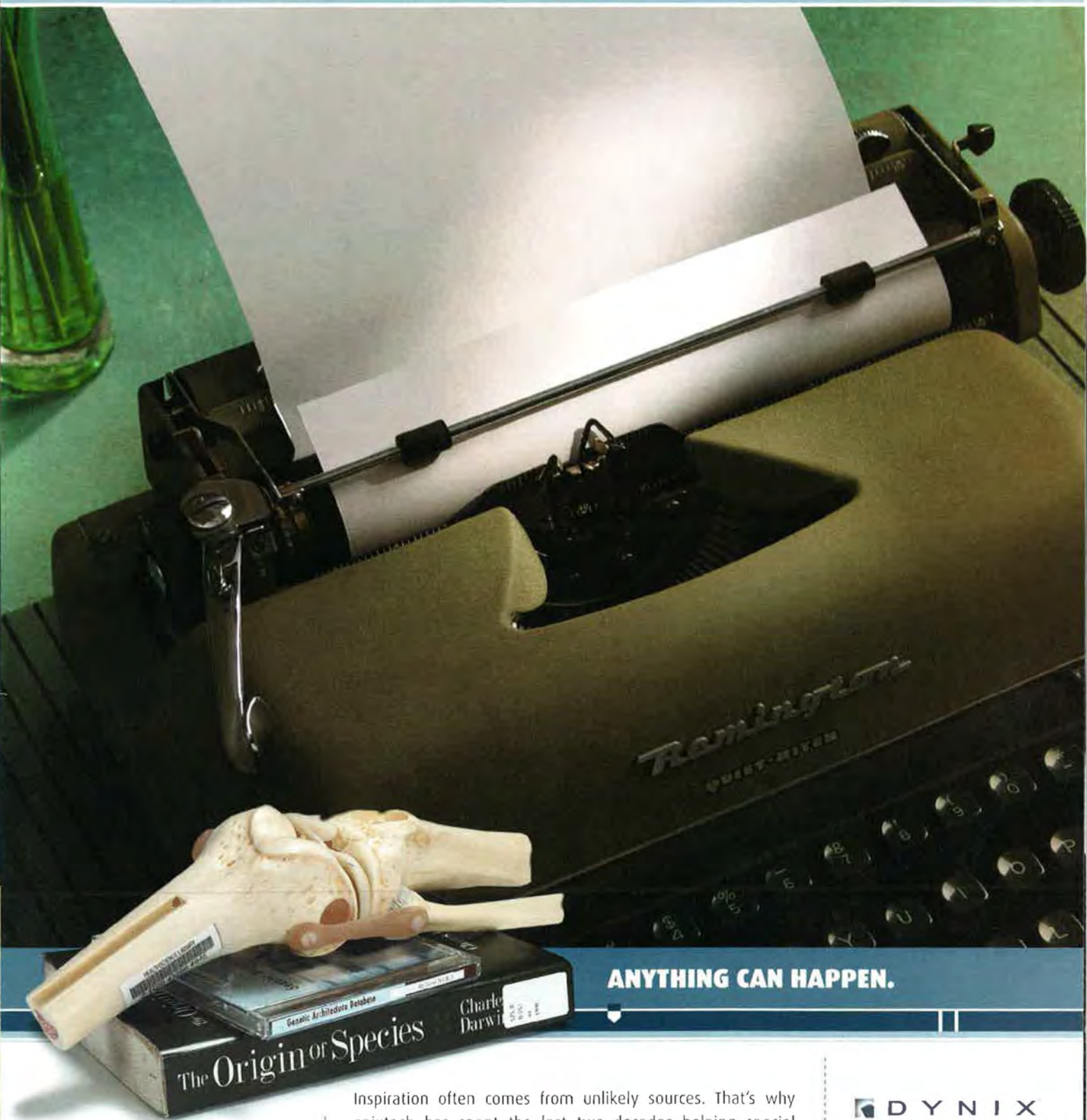
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